



KNYSNA
Municipality
Munisipaliteit
uMasipala

Annual Report **2018/19**

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Chapter 1

CHAPTER 1 - MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

EXECUTIVE MAYOR'S OVERVIEW

MAYOR'S FOREWORD

a. Vision:

Knysna - INCLUSIVE | INNOVATIVE | INSPIRED

Mission: to provide affordable services of exceptional quality, alleviate poverty and facilitate social and economic development in the great Knysna Municipal area through integrated development planning, skills development and the sustainable use of resources.

b. Key Policy Developments:

Knysna Council has crafted a set of strategic objectives that are aligned with the national strategic focus areas and the provincial strategic goals of the Western Cape Government. This is intended to guide directorates within the municipality to develop departmental business plans with specific deliverables and targets to give effect to the strategic objectives of Council, which are:

1. to ensure the provision of bulk infrastructure and basic services through the upgrading and replacement of ageing infrastructure and the expansion of new infrastructure;
2. to promote a safe and healthy environment through the protection of our natural resources;
3. to create an enabling environment for social development and economic growth;
4. to grow the revenue base of the municipality;
5. to structure and manage the municipal administration to ensure efficient service delivery, and
6. to encourage the involvement of communities in matters of local government through the promotion of open channels of communication.

These strategic objectives are aligned with the Provincial Growth and Development Strategy, the National Development Plan, the National Spatial Development Perspective and the National Key Performance Areas. Knysna's Integrated Development Plan (IDP) is designed to create a town that is inclusive, innovative and inspired.

c. Key Service Delivery Improvements:

The 2018/2019 financial year allowed many opportunities to better serve the residents of Knysna, but it was not without certain constraints. I am happy to say that, despite those limitations, we have reached a number of remarkable accomplishments.

- The Municipality started a R1.9 million upgrade of the Knysna CBD sewer reticulation system. It includes the construction of a new pump station, 26 metres deep caisson, laying of 350 metres sewer pipeline.
- Expanded refuse removal fleet by acquiring a R2 million refuse truck. This function had previously been outsourced at a cost which has now been significantly cut.
- Construction of 75 houses in Bloemfontein, 43 in Qolweni, 72 in Ethembeni, 11 in Flenters, 52 in Hlalani, and handed over 40 houses in Happy Valley. Provision of 200 serviced sites in Dam se Bos and Oupad. Provision of 150 slabs in Oupad, Dam se Bos, Concordia. Construction of 194 houses in Oupad, Dam se Bos, Concordia, and Nekkie. Provision of 304 slabs in Oupad, Dam se Bos, Nekkie, and Concordia.
- Accolade for excellence for exceeding its EPWP targets. Knysna Municipality's target was set at 324, but succeeded to create a total number of almost 500 work opportunities.

Chapter 1

- Construction has started on a new, R8 million public library in Khayaletu. The 600m² building will cater to the approximately 13 000 residents in Bongani, Concordia West, Khayaletu, Nekkie and Dam-se-Bos.

d. Public Participation:

The municipality successfully conducted a workshop on the Provincial Legislation Review with all ward committees.

e. Future Actions:

Going forward our focus will be on balancing municipal finances while managing risk, maintaining fiscal stability and giving effect to the Integrated Development Plan and National Development Plan - all within the context of a challenging economic environment.

There are a number of main objectives we should achieve over the medium-term. These include:

- a. ensuring that we invest in new infrastructure and renew current infrastructure such as water, roads and storm water systems, as well as electricity and sewage networks;
- b. stabilizing the local financial situation in the short-term and achieving financial sustainability over the medium and long-term;
- c. improving our working capital and collection ratio; and
- d. creating an enabling environment for investment and tourism, as well as other activities that could lead to sustainable job creation, economic growth and development.

f. Agreements / Partnerships:

The service level agreement Knysna Municipality signed with Wesgro means that this qualified and experienced body will market the greater Knysna area as a tourism destination, ensuring more opportunities for growth within this vital industry.

g. Conclusion:

As we ponder on the successes, and challenges that we have confronted in the outgoing fiscal year; we are equally able to use the benefit of hindsight to plan and budget for better interventions in the ensuing year.

I would like to remind all of us that while we should acknowledge all we have achieved, we must remember that serving our community is an ongoing responsibility. It is one that we have all chosen and committed to pursue, and there is still much to be done. Our budgets may hold certain limitations, but I know that it will allow us to achieve important milestones in our aim of being an inclusive, innovative and inspired town.

(Signed by :) _____

MARK WILLEMSE
EXECUTIVE MAYOR

T 1.0.1

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW

The environment within which municipalities had to continue to function has been difficult and complex for a number of years now and the 2018/2019 financial year was no less challenging than the previous years.

However, this Annual Report demonstrates what can be accomplished by local government when its leadership and staff have a focussed approach on service delivery. In presenting the 2018/2019 Annual Report we can confidently state that Knysna Municipality has made massive strides towards its vision of an "inclusive, innovative and inspired" town, which is guided by values of transparency, service excellence, responsiveness, accountability, accessibility and integrity.

The total revenue by vote for the 2018/2019 financial year was R930 091 647 million, with total expenditure by vote of R883 480 368 million and the municipality ended the year with a cash surplus of R55 994 880 million. The municipality achieved a spend of 70% on its capital budget and a spend of 95% on the operational budget.

The various key service delivery improvements achieved during the year under review is a result of good planning and execution. Numerous important projects were completed which inter alia covered bulk sewerage, water reticulation, roads and electricity distribution. I would like to highlight the following:

To ensure the provision of bulk infrastructure and basic service through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.

- Funded by the Municipal Infrastructure Grant (MIG), with additional funding from the municipality, Sedgefield's Wastewater Treatment Works has undergone a R19.5 million upgrade.

To promote a safe and healthy environment through the protection of our natural resources.

- Expanded Fire Services fleet with a brand new fire engine valued at R3.6 million.
- Buffalo Bay and Brenton-on-Sea beaches once again received Blue Flag status.

To create an enabling environment for social development and economic growth.

- Accolade for excellence for exceeding its EPWP targets. Knysna Municipality's target was set at 324, but succeeded to create a total number of almost 500 work opportunities.
- Brand new, 237m², clubhouse at the Hornlee sports at R2 million.
- In partnership with the Cape Access Centre, its first 20 students graduated having completed their Basic Computer Literacy Course as well as the International Computer Driving Licence (ICDL) course.
- One of our Youth Advisors represented the Municipality at the Young African Leaders Initiative (YALI).

To grow the revenue base of the municipality.

- Data Cleansing - The objective of this project is to clean the Municipality's customer data with the aim of improving the reliability of the revenue data which will ultimately result in the enhanced revenue for the municipality.
- Debt Collection - Knysna Municipality appointed Three qualified and registered law firms, to provide both pre-legal (soft) and legal (hard) debt collection services, in order to assist Knysna Municipality with collecting revenue on overdue accounts, for a three-year period ending 30 June 2021,

To structure and manage the municipal administration to ensure efficient service delivery.

- Council approved its Organisational Structure which will add to better efficiency within the municipality.
- Our ICT Manager, received the Tichaona Zororo Excellence Award during the ISACA South Africa Chapter 2018 Annual Conference.
- The municipality's administration complement has gained the expertise of three new directors.

To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.

Chapter 1

- New developments to Mobile App – a governance & anti-fraud & corruption portal, economic development, business listing have been added.
- Council promulgated three by-laws: Control of Undertakings that Sell Liquor to the Public By-law, Property Rates By-law and the Electricity Supply By-law.

I am pleased to report that the management team of Knysna Municipality is well settled. I would therefore like to thank all for having helped to make 2018/2019 a success. Knysna Municipality's dedicated staff have proved time and again that they are suitably skilled and equipped to overcome any challenge.

I would again like to thank Council, and in particular the Executive Mayor, the Executive Deputy Mayor, the Speaker, the Mayoral Committee and Audit Committee for their continued support and positive leadership. This has helped to create an environment in which my team and I could stay focused on service delivery and overcoming difficult challenges that came our way.

Finally, thank you to every ratepayer who regularly pays their municipal accounts. Your moral and financial support allows us to better serve you.

DR SITEMBELE W. VATALA
MUNICIPAL MANAGER

T 1.1.1

Chapter 2

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Knysna Municipality is a category B municipality and is governed through an Executive Mayoral system. The purpose of this chapter is to discuss the governance structure and to put the institutional arrangements required to deliver on the municipal strategic objectives into perspective.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE





INTRODUCTION TO POLITICAL GOVERNANCE

Note: MFMA section 52 (a): The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality

The Council performs both legislative and executive functions and is the highest decision making authority in the municipality. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor who is advised and assisted by the Mayoral Committee. The Council's role is to debate issues publicly and to make executive and administrative decisions. Apart from their functions as decision makers, councillors are also actively involved in community work as well as various socio-economic programmes in the municipal area. The council of the Knysna Municipality comprises of 21 elected councillors, made up of 11 ward councillors and 10 proportional representative (PR) councillors. Portfolio committees have been established in terms of Section 80 of the Local Government: Municipal Systems Act No. 32 of 2000 and are made up of councillors representing all political parties.

Knysna Municipality has established five committees in terms of Section 80 of the Local Government: Municipal Structures Act No. 17 of 1998 and has assigned portfolios to the members of the Mayoral Committee. The primary responsibility of the portfolio committees is to exercise oversight over the executive component of the municipality's governance structure. These committees monitor the delivery and outputs of the councillors in their respective committees and may request the Municipal Manager and directorates to account for the outputs of their functions. The Section 80 Committees mostly submit recommendations to the Executive Mayor but the Register of Delegated Powers of Decision Making has delegated authority to them to approve policies relating to the functional areas of their respective portfolios. The Executive Mayor has reshuffled his Mayoral Committee on 07 January 2019 with the intention to strengthen the leadership structure in order to achieve the mandate of the municipality and achieving the strategic goals of Council and continued improvement of service delivery to communities in the Greater Knysna Municipality. Two of the Mayoral Committee members recently resigned from the Mayco resulting in vacancies that needs to be filled by the Executive Mayor.

Chapter 2

Photos	POLITICAL STRUCTURE	Function
	MAYOR Mark Willemse	
	DEPUTY MAYOR Aubrey Tshegwa	
	SPEAKER Mertle Gombo	
	CHIEF WHIP Levael Davis	

Chapter 2

Photos (optional)

MAYORAL COMMITTEE/ EXECUTIVE COMMITTEE

Executive Mayor – Councillor Mark Willemse
Deputy Mayor – Councillor Aubrey Tswengwa
Mayoral Committee Chairperson Finance & Governance – Councillor Peter Myers
Mayoral Committee Chairperson Planning & Integrated Human Settlements - Councillor Ian Uys
Mayoral Committee Chairperson Community & Technical Services – Councillor Welcome Salaze

T 2.1.1

COUNCILLORS

The council of the Knysna Municipality comprises of 21 elected councillors, made up of 11 ward councillors and 10 proportional representative (PR) councillors. Portfolio committees have been established in terms of Section 80 of the Local Government: Municipal Systems Act No. 32 of 2000 and are made up of councillors representing all political parties

T 2.1.2

Chapter 2

POLITICAL DECISION-TAKING

2.2 ADMINISTRATIVE GOVERNANCE

Name of Councillor	Capacity	Political Party	Ward/Proportional
Mark Willemse	Executive Mayor	DA	Ward 9
Mertle Gombo	Speaker	DA	Proportional Representative
Aubrey Tswengwa	Deputy Mayor	ANC	Proportional Representative
Peter Myers	Member of Mayoral Committee: Finance and Governance	DA	Ward 10
Ian Uys	Member of Mayoral Committee: Planning & Integrated Human Settlements	ACDP	Proportional Representative
Welcome Salaze	Member of Mayoral Committee: Community & Technical Services	KUC	Proportional Representative
Cathy Weideman	Ward Councillor	DA	Ward 2
Mncedisi Skosana	Ward Councillor	ANC	Ward 3
Hilton Stroebe	Ward Councillor	DA	Ward 5
Elrick van Aswegen	Ward Councillor	COPE	Ward 6
Mandla Matiwane	Ward Councillor	ANC	Ward 7
Thando Matika	Ward Councillor	ANC	Ward 8
Donovan Pofadder	Ward Councillor	DA	Ward 11
Claudine Croutz	Proportional Councillor	ANC	Proportional Representative
Millicent Naki	Proportional Councillor	ANC	Proportional Representative
Georlene Wolmarans	Proportional Councillor	DA	Proportional Representative
Sibusiso Kwinana	Proportional Councillor	DA	Proportional Representative
Luzuko Tyokolo	Proportional Councillor	DA	Proportional Representative
Michelle Wasserman	Proportional Councillor	DA	Proportional Representative

Chapter 2

SITEMBELE VATALA

Municipal Manager



Communications and Customer Relations; and Internal Audit, Risk and Performance Management

MBULELO MEMANI

Director Finance



- Income
- Expenditure
- Budget and Accounting
- Information Technology
- Asset Management
- Supply Chain Management

PHUMLA MAKOMA

Director: Corporate Services



- Administration and records management
- Committee Services
- Human Resources Management
- Legal Services
- Public Participation
- Property and Facility Management

PRAVIR HARIPARSAD

Director: Technical Services



- Sanitation services
- Water reticulation and purification services
- Sewerage reticulation and purification services
- Civil engineering
- Public works including: main roads, storm water and streets
- Co-ordination of MIG projects
- Provision of electricity, Street lighting and high mast lighting
- Management of electrical depot and workshops

Chapter 2

MARLENE BOYCE

Director: Planning and Development



- Environmental Management
- Integrated Development Planning
- Economic Development
- Town Planning and
- Building Control

EBEN PHILLIPS

Director: Community Services



- Cemeteries, libraries, arts and culture and heritage
- Maintenance of parks, sports facilities, sport development, recreational areas and public open spaces
- Solid waste management, cleansing, refuse removal, management of waste transfer station and garden refuse
- Traffic management, law enforcement of by-laws, firefighting services, disaster management

JOEL MKUNQWANA

Director: Integrated Human Settlements



Integrated Human Settlements Administration and Project Management

Chapter 2

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

Inter-governmental relations require the municipality to foster partnerships with other spheres of government and participate in various inter-governmental activities to promote a closer working relationship between the various spheres of government. This will assist in enhancing government's services to the communities of the Greater Knysna Municipal Area. Knysna Municipality also participates in the Back 2 Basics programme of the Department of Co-operative Governance & Traditional Affairs (CoGTA) and diligently submits its monthly report in this regard as well as a number of other provincial and regional platforms as indicated in the table below:

Forum	Frequency	Responsibility
Premier's co-ordinating forum Municipals Managers Forum MinMay MinMay-tech SALGA working groups District co-ordinating forum IDP Indaba engagements LGMTEC engagements Provincial and district IDP managers forums MGRO Disaster management forum	Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly Annually Annually Quarterly Quarterly Quarterly	Mayor Municipal Mayor Executive Mayor Municipal manager Director and portfolio councillor specific to working group Mayor Management Team Management Team IDP Manager Relevant managers Community Services
Human resources forum Legal advisors forum Environmental health forum ICT Managers Forum Chief finance officers Supply chain management forum South Cape Development Forum Municipal Planning Heads Forum Local Economic Development Forum Municipal Risk Management Forum Chief Audit Executive Forum	Quarterly Quarterly Quarterly Every 2 months Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly Quarterly	Corporate Services Corporate Services Community Services Finance Finance Finance Planning and Development Planning and Development Planning and Development Manager PIARM Manager PIARM

T 2.3.4

Chapter 2

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 PUBLIC MEETINGS

WARD COMMITTEES

The key purposes of Ward Committees are as follows:

- Create formal unbiased communication channels and co-operative partnerships between Knysna Municipality and the community within a ward;
- Ensure contact between Knysna Municipality and the community through the relevant feedback mechanisms;
- Facilitate public participation in the process of the development, review and implementation of the Budget and IDP of Knysna Municipality;
- Act as an advisory body on council policies and matters affecting communities in the ward as requested;
- Serve in an officially recognised and specialized participatory structure in the Knysna Municipality;
- Make recommendations on matters affecting the ward to the ward councillor, the local council, and the Mayor;
- Serve as a constructive mobilizing agent for positive community action;
-

The major issues that Ward Committees are dealing with is service delivery matters which they are facing on a day to day basis.

T 2.4.2.1

Public Meetings						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Public Report back meeting Ward 6	18-Jul-18	1	2	197	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 3	09-Jul-18	1	1	53	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 4	16-Jul-18	1	1	167	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 6	03-Sep-18	1	2	71	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 2	28-Sep-18	1	9	9	Yes	Feedback meetings scheduled by ward councillor on request

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Public Report back meeting Ward 6	08-Oct-18	1	1	61	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 1	09-Oct-18	1	7	100	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 7	18-Oct-18	1	3	52	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 3	29-Oct-18	1	2	35	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 3	08-Nov-18	1	2	21	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 6	12-Nov-18	1	1	53	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 1	14-Nov-18	1	1	95	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 8	20-Nov-18	1	1	48	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 7	22-Nov-19	1	5	28	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 6	03-Dec-18	1	2	43	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 9	2018/12/04	1	2	39	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 6	2019/02/04	1	2	56	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 3	2019/02/19	1	1	94	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 10	2019/02/25	1	2	32	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 8	2019/02/26	1	2	28	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 11	2019/02/27	1	2	90	Yes	Feedback meetings scheduled by ward councillor on request

Chapter 2

Public Report back meeting Ward 2	2019/03/04	1	1	58	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 6	2019/03/04	1	1	65	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 5	2019/03/05	1	3	188	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 4	2019/03/06	1	2	104	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 8	2019/03/11	2	2	59	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 3	2019/03/12	1	3	83	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 2	2019/03/12	1	2	21	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 1	2019/03/13	1	3	195	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 5	2019/03/19	1	2	128	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 1	2019/03/20	1	2	10	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 9	2019/03/25	1	2	45	Yes	Feedback meetings scheduled by ward councillor on request
Public Report back meeting Ward 1	2019/03/27	1	4	84	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 7	2019/04/16	5	6	56	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 1	2019/04/23	6	10	52	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 8	2019/04/24	6	13	76	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 2 (Karatara)	2019/04/25	2	13	64	Yes	Feedback meetings scheduled by ward councillor on request

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IDP, Budget & MSDF Public meetings Ward 2	2019/04/25	4	10	19	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 6	2019/04/29	2	7	80	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 3	2019/04/30	3	14	134	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 5 (Brenton)	2019/05/13	3	4	8	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 5 (Rheenendal)	2019/05/13	3	10	53	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 10	2019/05/14	4	6	22	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 9	2019/05/15	3	7	21	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 4	2019/05/16	4	6	80	Yes	Feedback meetings scheduled by ward councillor on request
IDP, Budget & MSDF Public meetings Ward 6	2019/05/20	4	5	114	Yes	Feedback meetings scheduled by ward councillor on request
Public Report Back meeting Ward 6	2018/06/03	1	1	56	Yes	Feedback meetings scheduled by ward councillor on request
T 2.4.3						

Chapter 2

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	
Does the IDP have priorities, objectives, KPIs, development strategies?	
Does the IDP have multi-year targets?	
Are the above aligned and can they calculate into a score?	
Does the budget align directly to the KPIs in the strategic plan?	
Do the IDP KPIs align to the Section 57 Managers	
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	
Were the indicators communicated to the public?	
Were the four quarter aligned reports submitted within stipulated time frames?	
* Section 26 Municipal Systems Act 2000	
T 2.5.1	

COMPONENT D: CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT

RISK MANAGEMENT

Risk Management is as much about identifying opportunities as avoiding or mitigating losses. It is a logical and systematic process of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process, in a way that enables an organisation to minimise losses and maximise opportunities Explain briefly the need for risk management.

The Municipal Manager is responsible for managing the administration of the municipality, and for this purpose takes all reasonable steps to ensure the municipality has and maintains effective, transparent systems of risk management and internal control.

Knysna Municipality's Top (Five) 5 Risks:

1. Unacceptable water loss
2. Worn roads
3. Deviations
4. Waste Management
5. Pollution

T 2.6.1

Chapter 2

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

DRAFT INTEGRITY MANAGEMENT FRAMEWORK

Integrity Management is a continuous process of building, enforcing and fostering a culture of integrity within an organization or institution.

PURPOSE:

The purpose of the Integrity Management Framework is to set out the responsibility of the municipality in implementing the Local Government Anti-Corruption Strategy. Also, to strengthen measures and standards for managing and promote ethical conduct in the organization.

OBJECTIVES OF THE INTEGRITY MANAGEMENT FRAMEWORK:

1. To promote integrity and good governance and strive to build more accountable and efficient public service.
2. To make sure that appropriate action is taken in the event of non-compliance i.e disciplinary action, recovery of losses, prosecution (Application of consequence management).
3. To strengthen the capacity to prevent corruption.
4. Monitoring and Evaluation to ensure compliance.

The framework will help to protect the integrity of the municipality and foster public confidence in the organization.

T 2.7.1

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

Note: MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

For the 2018-2019 financial year the main focus of SCM was to improve on compliance relating to tender and deviation processes. Also additional attention and oversight were placed on irregular expenditure and the occurrence thereof. Consequence management was also instituted on irregular and fruitless and wasteful expenditure.

SCM also focused on training and information sessions. A formal training session was held with bid committee members and monthly sessions for questions and answers was also held to upskill all staff on SCM matters. A Supplier open day was also held to provide information and allow them to ask burning questions. The management team and SCM officials also underwent contract management training twice during this financial year to assist with compliance relating to contract management.

With the appointment of the Municipal Manager he also placed further instructions in place to avoid irregular expenditure by instructions relating to variation and deviation orders. This has assisted SCM very much to enforce compliance.

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BRIEF NARRATIVE ON THE SCM POLICIES AND PROCESSES, AND IMPROVEMENTS CONTRIBUTING TO EFFECTIVE SERVICE DELIVERY

The Knysna Municipality Supply Chain Management Policy was approved by Council during June 2018 2019 at a legally constituted Council meeting in terms of these Regulations.

- 1.1. The competitive bidding process and bid committee structures are functioning effectively. The Bid Committees are composed of the following members:
- 1.2. Members of the bid committees are required to declare to undertake the following:
 - 1.2.1. That all information, documentation and decisions regarding any matter before the committee is confidential and undertakes not to make known anything in this regard;
 - 1.2.2. To treat all service providers and potential service providers equitably and will not purposefully favour or prejudice anybody; and
 - 1.2.3. To make known details of any private or business interest he or she or any close family member, partner or associate may have in any proposed procurement or disposal of, or in any award or contract that they will immediately withdraw from participating in any matter whatsoever.
- 1.3. The members of the Bid Committees have duly undertaken to uphold the confidentiality, to be fair in all dealings and to declare their personal interests, if any. None of the members had conflicts of interest to declare.
- 1.4. The awards made by bid committees or the delegated officials are valued in excess of R 213 700 756 for Tenders & Formal Written Price Quotations awarded.
- 1.5. The Knysna SCM process takes a minimum of 60 and up to 138 days to complete depending on the complexity of the project as well as objections received during the process.
- 1.6. The applications for deviations are monitored continuously in an attempt to reduce the incidents and specifications for competitive bidding processes are requested immediately upon identification of recurring deviations.
- 1.7. Improvements for the financial year related to annual spend on deviations that were much less and training was provided to bid committee members.

2.9 BY-LAWS

By-laws Introduced during Year 0					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
	Roads & Traffic	Yes	14/06/2018 - 20/07/2018	No	
Tarrif By-law		Yes	18/10/2018 - 23/11/2018	Yes	2019/07/12
	Electricity Supply	Yes	14/14/2017 - 15/01/2018	Yes	2018/10/22
	Property Rates	Yes	20/04/2018 - 25/05/2019	Yes	2018/07/27

*Note: See MSA section 13.

T 2.9.1

2.10 WEBSITES

Chapter 2

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	15-Jun-18
All current budget-related policies	Yes	15-Jun-18
The previous annual report (Year -1)	Yes	12-Apr-19
The annual report (Year 0) published/to be published	Yes	When completed
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	03/09/2018, 24/10/2018, 03/12/2018, 15/05/2019
All service delivery agreements (Year 0)	No	No contracts supplied to IT to publish
All long-term borrowing contracts (Year 0)	Yes	2-Jul-18
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes	Quarterly
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	Yes	3-Sep-19
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes	As and when required
Public-private partnership agreements referred to in section 120 made in Year 0	No	Not Applicable
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	Various
<p><i>Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.</i></p>		

T 2.10.1

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

INTRODUCTION

Performance management is a process which measures the implementation of the Council's strategy as set out and approved in the IDP. It also serves as a management tool to monitor the impact of service delivery by the Municipality.

The report covers the third year of the 2017/2022 IDP. The 2018/2019 reviewed IDP, confirmed the six strategic focus areas as;

- To improve and maintain current basic service delivery through specific infrastructural development projects
 - Focus areas
 - Sanitation
 - Electricity
 - Streets and Storm Water Management
 - Water Supply
 - Integrated Human Settlements
- To promote a safe and healthy environment through the protection of our natural resources
 - Focus areas
 - Environmental Conservation
 - Disaster management
- To create an enabling environment for social development and economic growth
 - Focus areas
 - Decent employment opportunities and job creation
 - Rural development
 - Youth development
 - Care for the elderly
 - Opportunities for women and people living with disability
 - HIV/Aids awareness
- To grow the revenue base of the municipality
 - Focus area
 - Sound Financial Planning
- To structure and manage the municipal administration to ensure efficient service delivery
 - Focus area
 - Institutional capacity building
- To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication
 - Focus areas
 - Ward committees System

This chapter offers an overview of the progress made against each of these strategic objectives and their supporting focus areas for the 2018/2019 financial year.

The Annual Performance Report and Financial Statements provide the basis for the Annual Report. Therefore, the Oversight Report as adopted by Council for the prior reporting period is taken into consideration during the drafting of the Annual Performance Report.

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VISION

Inclusive...Innovative...Inspired!!

MISSION

- Encouraging all members of society to participate in and support our governance structures. Maintaining cooperative and open partnerships with business, civil society, CBO's, FBO's and other community structures to creating opportunities for dialogue.
- Conserving and managing our natural resources through updating our IDP, SDF, zoning schemes, service master plans and other related activities
- Planning for the growth and development of quality municipal services to support our community.
- Creating an enabling environment to foster development of our people and enabling them to contribute.
- Supporting and encouraging the development of investment, business, and tourism and emerging Industries.

VALUES

Council has taken a significant step in including a set and approving a set of values (ethics) in the IDP.

- Ethical conduct and leadership
- Honesty and integrity
- Customer centric responsiveness
- Transparent communications
- Managing resources responsibly
- Mutual respect
- Good governance

STRATEGIC FOCUS AREA, STRATEGIC OBJECTIVES (SO) AND FOCUS AREAS (FA)

Knysna Municipality is committed to enhancing the characteristics of a developmental state, the following strategies, objectives, priorities, and outcomes have been developed to address the challenges identified during the Integrated Development Plan (IDP) process. The strategic objectives are linked to service areas and departmental objectives and the information were used to develop the following predetermined objectives (PDO) and align them with the municipal budget and performance management system.

The strategic objectives provide a framework for the development of more detailed strategies, interventions and projects. As part of the final IDP review the five Strategic Focus Areas (SFA) comprising six Strategic Objectives (SO) and eighteen Focus Areas (FA) as initially introduced and approved in the 2017 – 2022 IDP and supported in the budget.

A fundamental aim of the strategic objectives is to create a receptive and conducive environment to achieve local, provincial and national objectives and provide a basis of aligning the Budget/ Medium Term Revenue and Expenditure Framework (MTREF) and Service Delivery and Budget Implementation Plan (SDBIP) to the Council approved IDP. The table below depicts the alignment of the SO's, FAs. Performance indicators (PI's) and Budget

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Strategic Focus Area / National Key Performance Area	Strategic Objective	PI Count	Expenditure Budget (R'000)	%	Income Budget	%	Contribution (To) / From Annual Surplus	Capital Budget	FA	Focus Area	PI Count	Expenditure Budget	%	Income Budget	%	Contribution (To) / From Annual Surplus	Capital Budget
Basic Service Delivery (SFA1)	To improve and maintain current basic service delivery through specific infrastructural development projects (SO1)	17	568 M	61,1	605 M	59,0	-37 M	200 M	FA01	Sanitation	4	94 M	10,2	98 M	9,6	-4 M	36 M
									FA02	Electricity	3	194 M	20,8	291 M	28,4	-97 M	30 M
									FA03	Streets and Storm Water Management	2	58 M	6,2	0 M	0,0	58 M	6 M
									FA04	Water Supply	3	83 M	8,9	118 M	11,5	-36 M	78 M
									FA05	Integrated Human Settlements	5	140 M	15,0	97 M	9,5	42 M	51 M
	To promote a safe and healthy environment through the protection of our natural resources (SO2)	6	155 M	16,6	121 M	11,8	34 M	5 M	FA06	Environmental Conservation	4	7 M	0,7	0 M	-	7 M	0 M
									FA07	Disaster management	2	148 M	15,9	121 M	11,8	27 M	5 M
Local Economic Development (SFA2)	To create an enabling environment for social development and economic growth (SO3)	4	10 M	1,1	1 M	0,1	9 M	0 M	FA08	Decent employment opportunities and job creation	2	10 M	1,1	1 M	0,1	9 M	0 M
									FA09	Rural development	1	0 M	-	0 M	-	0 M	0 M
									FA10	Youth development	1	0 M	-	0 M	-	0 M	0 M
									FA11	Care for the elderly	-	0 M	-	0 M	-	0 M	0 M
									FA12	Opportunities for women and people living with disability	-	0 M	-	0 M	-	0 M	0 M
									FA13	HIV/Aids awareness	-	0 M	-	0 M	-	0 M	0 M
Municipal Financial Viability and Transformation (SFA3)	To grow the revenue base of the municipality (SO4)	7	97 M	10,4	263 M	25,6	-166 M	4 M	FA14	Sound Financial Planning	7	97 M	10,4	263 M	25,6	-166 M	4 M
Municipal Transformation and Organisational Development (SFA4)	To structure and manage the municipal administration to ensure efficient service delivery (SO5)	6	22 M	2,3	0 M	0,0	21 M	0 M	FA15	Institutional capacity building	6	22 M	2,3	0 M	0,0	21 M	0 M

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Strategic Focus Area / National Key Performance Area	Strategic Objective	PI Count	Expenditure Budget (R'000)	%	Income Budget	%	Contribution (To) / From Annual Surplus	Capital Budget	FA	Focus Area	PI Count	Expenditure Budget	%	Income Budget	%	Contribution (To) / From Annual Surplus	Capital Budget
Good Governance and Public Participation (SFA5)	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication (SO6)	9	79 M	8,5	35 M	3,4	44 M	3 M	FA16	Ward committees System	-	4 M	0,5	0 M	-	4 M	0 M
									FA17	Communication	2	3 M	0,3	0 M	-	3 M	0 M
									FA18	Responsive and accountable system of Local Government	7	72 M	7,8	35 M	3,4	37 M	3 M
		49	930 M	100	1025 M	100	-95 M	213 M			49	930 M	100	1025 M	100	-95 M	213 M

Table 1: Alignment Table for Strategic Focus Areas, Strategic Objectives, Focus Areas (IDP), Budget and SDBIP

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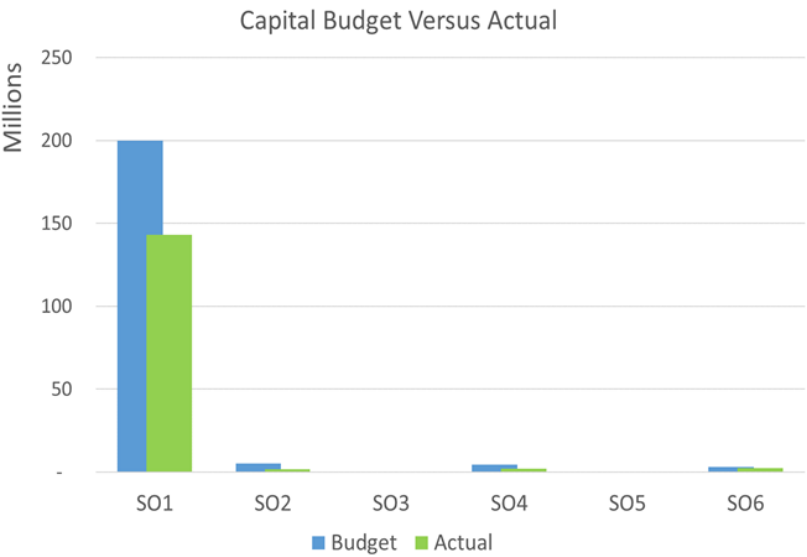
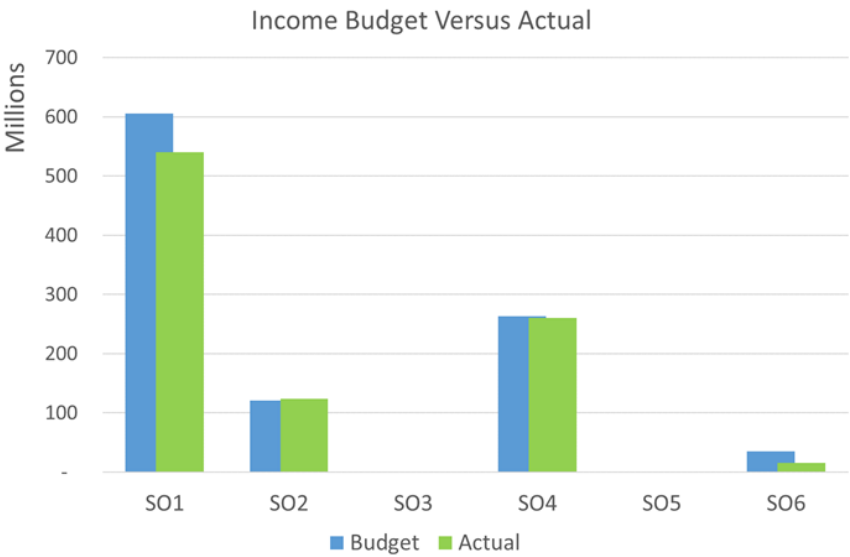
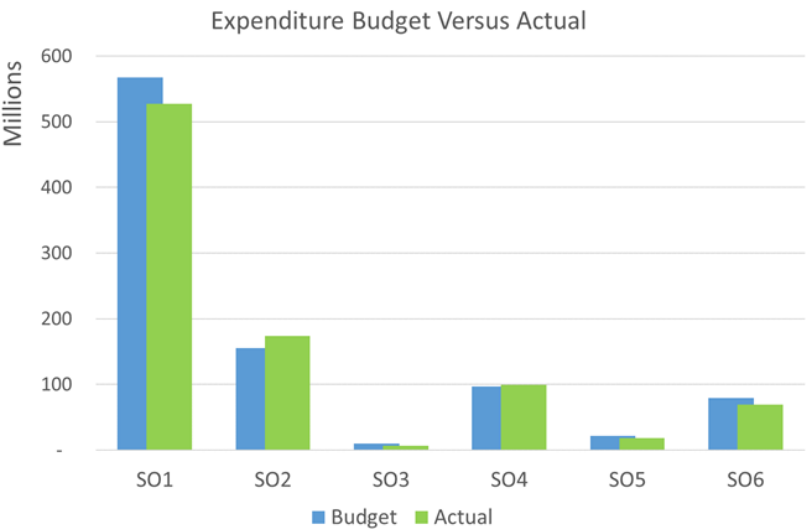
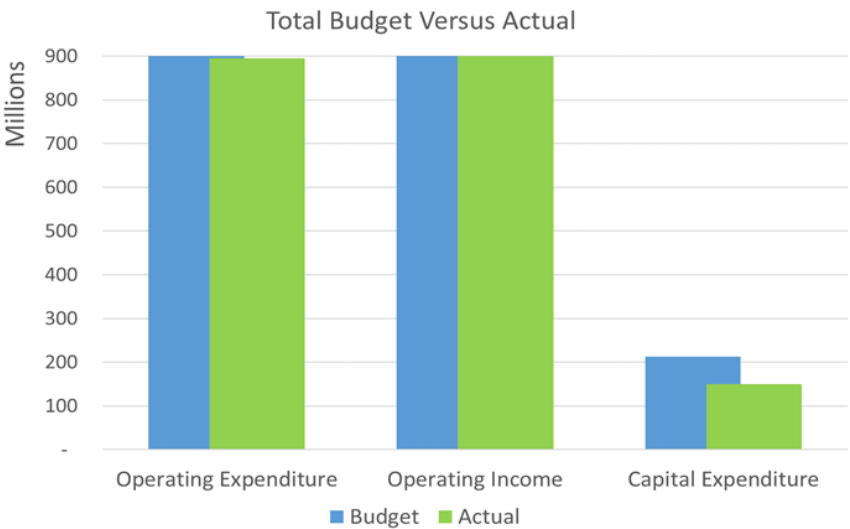


Table 2: Budget versus Actuals
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STRATEGIC OBJECTIVE 1 (SO1)

To improve and maintain current basic service delivery through specific infrastructural development projects

Strategic objective one is undertaken by the following functions.

Focus Area (FA)	Directorate	Function
FA1 – Sanitation	Technical Services	Cleansing Refuse Removal Service
		Public Toilets
		Sewerage Purification Services
		Sewerage Reticulation Services
		Sewerage Sanitation Services
		Street Cleaning
		Transfer Station
FA2 - Electricity		Electricity Administration
		Electricity Distribution
		Street Lighting
FA3 - Streets and Stormwater Management		Roads, Stormwater, Drainage: Main Roads
		Roads, Stormwater, Drainage: Stormwater
		Roads, Stormwater, Drainage: Streets
FA4 - Water Supply		Water Purification Works
		Water Reticulation
FA5 - Integrated Human Settlements	Community Services	Halls / Facilities
		Museum & Heritage Buildings
		Parks & Recreation
		Sport Fields
		Swimming Pool
	Integrated Human Settlements	Housing Administration
		Housing Letting Schemes
		Housing Selling Schemes

Summary of Performance Outcomes Strategic Objective One ¹				
Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Sanitation	5.2	TL3	The number of single residential properties with access to basic level of sanitation	Yes
	5.2	TL4	The number of single residential properties with access to basic level of solid waste removal	No
	5.2	TL7	The number of formalised single residential properties with access to free basic service: SANITATION / SEWERAGE	Yes
	5.2	TL8	The number of formalised single residential properties with access to free basic service: SOLID WASTE / REFUSE	Yes

¹ Detailed report for SDBIP outcomes available in Component K: [Organisational Performance Scorecard: Strategic Objective Number One](#)

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Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Electricity	5.2	TL1	The number of single residential properties with access to basic level of electricity.	Yes
	5.2	TL5	The number of formalised single residential properties with access to free basic service: ELECTRICITY	Yes
Streets and Storm Water Management				
Water Supply	5.2	TL2	The number of single residential properties with Access to basic level of water	Yes
	5.2	TL6	The number of formalised single residential properties with access to free basic service: WATER	Yes
Integrated Human Settlements	7.2.1	TL27	Provision of bulk services through the electrification of Informal Settlements	Yes
	7.2.1	TL28	Construction of low cost housing units in the GKMA	Yes
	7.2.1	TL29	Human Settlement Implementation - Services	No
	7.2.1	TL33	Review the Human Settlement Chapter in the IDP	Yes
	5.12	TL46	Provide Institutional capacity for Disaster Management	Yes

Table 3: Summary of Performance Outcomes Strategic Objective One

The table below contains the total funds budgeted, utilised and raised to implement strategic objective one for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	(37 542 724)	(12 512 154)	25 030 570	
Operational Expenditure	567 569 462	527 732 316	(39 837 146)	-7%
Salaries, Wages and Allowances	126 104 527	111 848 304	(14 256 223)	-11%
Salaries for S57 and Top Management	1 036 200	1 140 228	104 028	10%
Less: Employee Costs - External Funding	679 700	(607 949)	(1 287 649)	-189%
General Expenses: Bulk Purchase	169 328 370	169 553 269	224 899	0%
General Expenses: Outsourced	16 703 776	15 837 413	(866 363)	-5%
General Expenses: Interdepartmental	26 317 855	26 026 958	(290 897)	-1%
General Expenses: Other	60 763 068	50 458 437	(10 304 631)	-17%
Repairs and Maintenance: Municipal Assets	63 060 658	60 047 424	(3 013 234)	-5%
Depreciation	29 185 846	28 622 445	(563 401)	-2%
Impairment	0	100 896	100 896	
External Interest Paid	12 166 787	12 124 980	(41 807)	0%
Grant Expenditure	69 297 798	49 166 853	(20 130 945)	-29%
Contributions to Reserves	(4 281 668)	9 639 585	13 921 253	-325%
Interdepartmental Charges and Recoveries	(26 793 455)	(26 511 304)	282 151	-1%
Bad Debt Write-off	24 000 000	20 284 776	(3 715 224)	-15%
Operational Income	605 112 186	540 244 470	(64 867 716)	-11%
Property Rates	50	36	(14)	-28%
User Charges for Services	407 930 643	375 742 456	(32 188 187)	-8%
Augmentations and Contributions	1 096 080	918 973	(177 107)	-16%
Rent of Facilities and Equipment	2 803 580	2 787 259	(16 321)	-1%
Interest earned: Outstanding Debtors	8 333 944	11 353 889	3 019 945	36%
Fines	63 200	42 591	(20 609)	-33%
Licenses and Permits	0	217	217	
Agency Services	55 756	21 751	(34 005)	-61%
Government Transfers - Contributed Assets	0	991 659	991 659	
Grants and Subsidies - Operating	133 462 198	113 389 564	(20 072 634)	-15%

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Detail	BUDGET	ACTUAL	Over/(Under)	
Grants and Subsidies - Capital Receipts	59 237 663	44 573 057	(14 664 606)	-25%
Other Income	2 998 838	4 420 802	1 421 964	47%
Income Foregone (Rebates)	(10 869 766)	(13 997 784)	(3 128 018)	29%
Capital	199 978 016	143 135 780	(56 842 236)	-28%
Borrowing	70 707 814	51 060 354	(19 647 460)	-28%
Internal - Capital replacement reserve	2 135 198	2 292 766	157 568	7%
Internal - Surplus cash	48 916 499	40 495 141	(8 421 358)	-17%
Grants	78 218 505	48 295 860	(29 922 645)	-38%
Public contributions & donations	0	991 659	991 659	

Table 4: Financial Performance Strategic Objective 1

FOCUS AREA 1 SANITATION

SANITATION NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number one for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	(4 460 617)	4 573 634	9 034 251	
Operational Expenditure	93 889 647	91 991 013	(1 898 634)	-2%
Salaries, Wages and Allowances	29 830 700	28 680 028	(1 150 672)	-4%
General Expenses: Outsourced	8 566 404	7 039 001	(1 527 403)	-18%
General Expenses: Interdepartmental	7 898 600	8 469 865	571 265	7%
General Expenses: Other	19 832 929	21 529 443	1 696 514	9%
Repairs and Maintenance: Municipal Assets	10 691 688	14 295 941	3 604 253	34%
Depreciation	5 290 417	5 240 861	(49 556)	-1%
Impairment	0	2 594	2 594	
External Interest Paid	2 661 394	2 612 519	(48 875)	-2%
Contributions to Reserves	9 492 970	4 508 340	(4 984 630)	-53%
Interdepartmental Charges and Recoveries	(375 455)	(387 579)	(12 124)	3%
Operational Income	98 350 264	87 417 379	(10 932 885)	-11%
User Charges for Services	66 979 388	55 892 644	(11 086 744)	-17%
Augmentations and Contributions	126 136	147 663	21 527	17%
Rent of Facilities and Equipment	604 900	539 934	(64 966)	-11%
Interest earned: Outstanding Debtors	3 200 184	3 368 995	168 811	5%
Licenses and Permits	0	217	217	
Grants and Subsidies - Operating	28 998 750	28 998 750	0	0%
Grants and Subsidies - Capital Receipts	1 709 738	1 709 738	0	0%
Other Income	246 168	712 616	466 448	189%
Income Foregone (Rebates)	(3 515 000)	(3 953 179)	(438 179)	12%
Capital	36 296 332	25 215 223	(11 081 109)	-31%
Borrowing	29 839 961	18 995 135	(10 844 826)	-57%
Internal - Surplus cash	4 969 641	4 733 358	(236 283)	-5%
Grants	1 486 730	1 486 730	0	0%

Table 5: Financial Performance Sanitation

FOCUS AREA 2 ELECTRICITY

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ELECTRICITY NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number two for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	(97 311 403)	(84 683 185)	12 628 218	
Operational Expenditure	193 813 674	190 661 893	(3 151 781)	-2%
Salaries, Wages and Allowances	13 458 800	11 873 014	(1 585 786)	-12%
General Expenses: Bulk Purchase	169 328 370	169 553 269	224 899	0%
General Expenses: Outsourced	5 831 500	7 105 634	1 274 134	22%
General Expenses: Interdepartmental	5 757 700	5 788 344	30 644	1%
General Expenses: Other	5 389 551	5 979 311	589 760	11%
Repairs and Maintenance: Municipal Assets	7 947 395	3 751 377	(4 196 018)	-53%
Depreciation	5 708 560	5 898 660	190 100	3%
Impairment	0	13 032	13 032	
External Interest Paid	3 041 016	3 012 463	(28 553)	-1%
Grant Expenditure	10 100	25 250	15 150	150%
Contributions to Reserves	2 477 682	2 752 119	274 437	11%
Interdepartmental Charges and Recoveries	(25 137 000)	(25 090 579)	46 421	0%
Operational Income	291 125 077	275 345 079	(15 779 998)	-5%
User Charges for Services	258 290 183	245 713 939	(12 576 244)	-5%
Augmentations and Contributions	557 560	256 525	(301 035)	-54%
Interest earned: Outstanding Debtors	1 317 104	1 521 434	204 330	16%
Agency Services	55 756	20 551	(35 205)	-63%
Grants and Subsidies - Operating	20 377 500	20 402 750	25 250	0%
Grants and Subsidies - Capital Receipts	13 000 000	11 904 209	(1 095 791)	-8%
Other Income	2 423 740	148 446	(2 275 294)	-94%
Income Foregone (Rebates)	(4 896 766)	(4 622 776)	273 990	-6%
Capital	29 929 198	25 256 504	(4 672 694)	-16%
Borrowing	7 090 000	6 225 586	(864 414)	-12%
Internal - Capital replacement reserve	2 135 198	2 292 766	157 568	7%
Internal - Surplus cash	9 400 000	6 344 076	(3 055 924)	-33%
Grants	11 304 000	10 394 075	(909 925)	-8%

Table 6: Financial Performance Electricity

Financial Year	Percentage Loss	Increase (Decrease)
2012/2013	10.86	0.00
2013/2014	10.06	-0.80
2014/2015	7.31	(2.75)
2015/2016	2.90	(4.41)
2016/2017	8.19	5.29
2017/2018	8.88	0.69
2018/2019 ²	7.73	(1.15)

Table 7: Electricity Losses

In electricity supply to final consumers, losses refer to the amounts of electricity injected into the transmission and distribution grids that are not paid for by users. Total losses have two components: technical and non-technical. Technical losses occur naturally and consist mainly of power dissipation in electricity system components such as transmission and distribution lines, transformers, and measurement systems. Non-technical losses are caused by actions external to the power system and

² AFS note 52 Material losses

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consist primarily of electricity theft, non-payment by customers, and errors in accounting and record-keeping. These three categories of losses are respectively sometimes referred to as commercial, non-payment, and administrative losses, although their definitions vary in the literature. (Antmann, July 2009)

FOCUS AREA 3 STREETS AND STORMWATER MANAGEMENT

STREETS AND STORM WATER MANAGEMENT NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number three for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	58 251 097	57 459 473	(791 624)	
Operational Expenditure	58 337 097	57 552 569	(784 528)	-1%
Salaries, Wages and Allowances	19 796 355	18 689 084	(1 107 271)	-6%
General Expenses: Interdepartmental	41 200	41 315	115	0%
General Expenses: Other	2 846 409	2 959 049	112 640	4%
Repairs and Maintenance: Municipal Assets	28 017 313	27 947 168	(70 145)	0%
Depreciation	5 943 696	6 245 612	301 916	5%
Impairment	0	3 427	3 427	
External Interest Paid	1 554 824	1 531 108	(23 716)	-2%
Grant Expenditure	86 000	0	(86 000)	-100%
Contributions to Reserves	51 300	135 806	84 506	165%
Operational Income	86 000	93 096	7 096	8%
Grants and Subsidies - Operating	86 000	85 054	(946)	-1%
Other Income	0	8 042	8 042	
Capital	5 600 000	3 244 170	- 2 355 830	-42%
Internal - Surplus cash	5 600 000	3 244 170	(2 355 830)	-42%

Table 8: Financial Performance

FOCUS AREA 4 WATER SUPPLY

WATER SERVICES NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number four for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	(36 473 439)	(23 642 295)	12 831 144	
Operational Expenditure	81 931 856	80 209 800	(1 722 056)	-2%
Salaries, Wages and Allowances	22 677 500	21 135 163	(1 542 337)	-7%
General Expenses: Outsourced	1 870 610	1 290 061	(580 549)	-31%
General Expenses: Interdepartmental	10 090 700	9 106 322	(984 378)	-10%
General Expenses: Other	15 671 489	6 091 741	(9 579 748)	-61%
Repairs and Maintenance: Municipal Assets	11 963 298	9 279 837	(2 683 461)	-22%
Depreciation	9 828 158	8 881 849	(946 309)	-10%
Impairment	0	6 122	6 122	
External Interest Paid	3 657 321	3 596 723	(60 598)	-2%
Contributions to Reserves	(16 546 220)	1 570 351	18 116 571	-109%
Interdepartmental Charges and Recoveries	(1 281 000)	(1 033 146)	247 854	-19%
Bad Debt Write-off	24 000 000	20 284 776	(3 715 224)	-15%

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Detail	BUDGET	ACTUAL	Over/(Under)	
Operational Income	118 405 295	103 852 095	(14 553 200)	-12%
User Charges for Services	82 613 732	74 103 212	(8 510 520)	-10%
Augmentations and Contributions	412 384	514 785	102 401	25%
Interest earned: Outstanding Debtors	3 806 136	6 456 816	2 650 680	70%
Grants and Subsidies - Operating	14 798 250	14 798 250	0	0%
Grants and Subsidies - Capital Receipts	19 143 839	10 703 048	(8 440 791)	-44%
Other Income	88 954	2 697 814	2 608 860	2933%
Income Foregone (Rebates)	(2 458 000)	(5 421 829)	(2 963 829)	121%
Capital	77 620 563	57 833 562	(19 787 001)	-25%
Borrowing	33 777 853	25 839 633	(7 938 220)	-24%
Internal - Surplus cash	22 430 346	20 967 641	(1 462 705)	-7%
Grants	21 412 364	11 026 288	(10 386 076)	-49%

Table 9: Financial Performance: Water Services

Financial Year	Percentage Loss	Increase (Decrease)
2012/2013	18.40	0.00
2013/2014	6.50	(11.90)
2014/2015	14.58	8.08
2015/2016	16.70	2.12
2016/2017	23.90	7.20
2017/2018	28.84	4.94
2018/2019 ³	26.63	(2.21)

Table 10: Water Losses

FOCUS AREA 5 INTEGRATED HUMAN SETTLEMENTS

Integrated Human Settlements

The table below contains the total funds budgeted, utilised and raised to implement focus area number five for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	42 451 638	32 331 920	(10 119 718)	
Operational Expenditure	139 597 188	101 732 836	(37 864 352)	-27%
Salaries, Wages and Allowances	40 341 172	31 471 015	(8 870 157)	-22%
Salaries for S57 and Top Management	1 036 200	1 140 228	104 028	10%
Less: Employee Costs - External Funding	679 700	(607 949)	(1 287 649)	-189%
General Expenses: Outsourced	435 262	402 718	(32 544)	-7%
General Expenses: Interdepartmental	2 529 655	2 621 113	91 458	4%
General Expenses: Other	17 022 690	8 031 335	(8 991 355)	-53%
Repairs and Maintenance: Municipal Assets	4 440 964	4 933 021	492 057	11%
Depreciation	2 415 015	2 309 183	(105 832)	-4%
Impairment	0	75 721	75 721	
External Interest Paid	1 252 232	1 372 167	119 935	10%
Grant Expenditure	69 201 698	49 311 316	(19 890 382)	-29%
Contributions to Reserves	242 600	672 969	430 369	177%
Operational Income	97 145 550	69 400 915	(27 744 635)	-29%
Property Rates	50	36	(14)	-28%

³ AFS note 52 Material losses

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Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	42 451 638	32 331 920	(10 119 718)	
User Charges for Services	47 340	32 660	(14 680)	-31%
Augmentations and Contributions	0	0	0	
Rent of Facilities and Equipment	2 198 680	2 247 325	48 645	2%
Interest earned: Outstanding Debtors	10 520	6 644	(3 876)	-37%
Fines	63 200	42 591	(20 609)	-33%
Agency Services	0	1 200	1 200	
Government Transfers - Contributed Assets	0	991 659	991 659	
Grants and Subsidies - Operating	69 201 698	51 416 914	(17 784 784)	-26%
Grants and Subsidies - Capital Receipts	25 384 086	13 808 002	(11 576 084)	-46%
Other Income	239 976	853 884	613 908	256%
Capital	50 531 923	31 586 321	(18 945 602)	-37%
Internal - Surplus cash	6 516 512	5 205 895	(1 310 617)	-20%
Grants	44 015 411	25 388 767	(18 626 644)	-42%
Public contributions & donations	0	991 659	991 659	

Table 11: Financial Performance Strategic Objective 1

FREE BASIC SERVICES AND INDIGENT SUPPORT

Section 97(1)(c) of the Municipal Systems Act requires municipalities to formulate an Indigent Policy that is consistent with Council's rate and tariff policies and also meets the requirements of Section 152 of the Constitution.

Trends in demand for free or subsidised basic services

The Municipality has in place a fair but rigorous credit control policy. Furthermore, its policy on indigent support and social rebates means that many households who would normally struggle to pay their accounts receive free or subsidised basic services thereby keeping them free of the burden of municipal debt. Nevertheless, there will always be an element of the total amount billed that will remain uncollected. The Municipality is the same as any other business in this regard. Adequate provision has to be made in the budget for any bad debts based on assumptions on collection rates.

The obligation rests on citizens to apply for the social rebate and may be granted to the owner in respect of one dwelling unit only, used exclusively for residential purposes and provided the owner submits acceptable proof that the combined gross monthly income of the householders does not exceed:-

Income Group	Per annum
R 0 - R 3 400	a reduction of 100%
R 3 401 - R 3 900	a reduction of 50%
R 3 901 - R 5 100	a reduction of 25% ⁴

Where a registered owner of a property is a pensioner receiving a government pension of not more than R1,700 [April 1, 2018] ⁵per month, applies for a 100% rebate and the spouse also receives the equivalent pension they are accommodated provided there are no other contributors to the household income.

⁴ 2018/2019 Council approved municipal tariffs

⁵ South African Social Security Agency (SASSA)

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Knysna's criteria for supporting free or subsidised basic services are set out in the indigent support and social rebate policy. The Government allocates revenue via the annual Division of Revenue Act (DoRA) in the form of the Equitable Share Grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services. Any costs over and above the Equitable Share allocation are met by the Municipality.

Indigent Support Objectives

The objective of the Indigent Support and Social Rebate Policy is to ensure the following:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedures and guidelines for the subsidisation of rates and basic service charges to its indigent households, using the Council's budgetary provisions received from National Government, according to prescribed policy guidelines.
- Council also recognises that many of the residents can simply not afford the cost of full provision and for this reason, Council will endeavour to ensure affordability through:
- Setting rates and tariffs in terms of the Council's Rates and Tariff Policy, which will balance the economic viability of continued service delivery; and
- Determining appropriate service levels.

Free Basic Services To Low Income Service Users												
Year	Households earning less than R3 400 per month											
	Water			Sanitation			Electricity			Basic Refuse		
	Total	Free Basic Access	%	Total	Free Basic Access	%	Total	Free Basic Access	%	Total	Free Basic Access	%
2014/2015	15 932	1 655	10	11 469	1 655	14	18 976	8 933	47	14 131	1 655	12
2015/2016	14 489	1 399	10	12 000	1 399	12	18 959	6 744	47	14 841	1 399	9
2016/2017	15 105	1 539	10	12 242	1 539	13	17 553	7 009	40	15 100	1 539	10
2017/2018	10 898	1 559	14	12 176	1 559	13	13 907	9 321	67	14 944	1 559	10
2018/2019	11 050	1 721	16	14 497	1 721	12	19 506	8 780	45	15 351	1 721	11

Table 12: Free Basic Services to Low-Income Consumers

Services Delivered	Basis of relief	2018/2019			
		Budget	Actual	Variance	%
Electricity	Free units	4 834 766	4 596 836	237 930	4,92%
Water	100%	2 219 000	1 378 814	840 186	37,86%
	50%	37 000	18 266	18 734	50,63%
	25%	14 000	8 652	5 348	38,20%
Waste Water (Sanitation)	100%	1 865 000	2 249 348	(384 348)	-20,61%
	50%	17 000	19 200	(2 200)	-12,94%
	25%	11 000	16 540	(5 540)	-50,36%
Waste Management (Solid Waste)	100%	1 400 000	1 454 042	(54 042)	-3,86%
	50%	25 000	12 434	12 566	50,26%
	25%	6 000	10 320	(4 320)	-72,00%
Total		10 428 766	9 764 454	664 312	6,37%

Table 13: Financial Performance: Cost to Municipality of Free Basic Services

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STRATEGIC OBJECTIVE 2 (SO2)

To promote a safe and healthy environment through the protection of our natural resources

Strategic objective two is undertaken by the following functions:

Functional Area (FA)	Directorate	Function
FA6 - Environmental Conservation	Planning and Development	Environmental Management
FA7 - Disaster Management	Community Services	Cemetery
		Disaster Management and Social Services
		Safety Fire Brigade Services
		Safety Law Enforcement
		Safety Traffic Department
		Safety Vehicle Licensing and Testing

Summary of Performance Outcomes Strategic Objective Two ⁶				
Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Environmental Conservation				
Disaster Management				

Table 14: Summary of Performance Outcomes Strategic Objective Two

The table below contains the total funds budgeted, utilised and raised to implement strategic objective two for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	34 600 125	50 328 096	15 727 971	
Operational Expenditure	155 160 041	173 711 117	18 551 076	12%
Salaries, Wages and Allowances	40 791 200	39 333 623	(1 457 577)	-4%
General Expenses: Outsourced	9 691 080	9 574 890	(116 190)	-1%
General Expenses: Interdepartmental	341 500	186 769	(154 731)	-45%
General Expenses: Other	17 131 884	17 452 586	320 702	2%
Repairs and Maintenance: Municipal Assets	1 391 220	1 099 776	(291 444)	-21%
Depreciation	596 653	965 987	369 334	62%
Impairment	0	189 420	189 420	
External Interest Paid	1 618 204	1 588 734	(29 470)	-2%
Grant Expenditure	500 000	0	(500 000)	-100%
Contributions to Reserves	83 098 300	103 319 331	20 221 031	24%
Operational Income	120 559 916	123 383 021	2 823 105	2%
User Charges for Services	399 760	443 655	43 895	11%
Fines	110 501 900	116 246 149	5 744 249	5%
Licenses and Permits	4 471 000	4 877 505	406 505	9%
Grants and Subsidies - Capital Receipts	5 000 000	1 402 020	(3 597 980)	-72%
Other Income	187 256	413 694	226 438	121%
Capital	5 160 000	1 829 717	(3 330 283)	-65%
Borrowing	600 000	376 351	(223 649)	-37%

⁶ Detailed report for SDBIP outcomes available in Component K: [Organisational Performance Scorecard: Strategic Objective Number Two](#)

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Detail	BUDGET	ACTUAL	Over/(Under)	
Internal - Surplus cash	60 000	51 346	(8 654)	-14%
Grants	4 500 000	1 402 019	(3 097 981)	-69%

Table 15: Financial Performance Strategic Objective 2

FOCUS AREA 6 ENVIRONMENTAL CONSERVATION

ENVIRONMENTAL CONSERVATION NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number six for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	6 906 892	4 404 644	(2 502 248)	
Operational Expenditure	6 906 892	4 404 644	(2 502 248)	-36%
Salaries, Wages and Allowances	3 599 200	3 015 274	(583 926)	-16%
General Expenses: Other	3 307 692	1 389 370	(1 918 322)	-58%
Operational Income	0	0	0	
Capital	0	0	0	

Table 16: Financial Performance Environmental Conservation

FOCUS AREA 7 DISASTER MANAGEMENT

DISASTER MANAGEMENT NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number seven for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	27 693 233	45 923 452	18 230 219	
Operational Expenditure	148 253 149	169 306 473	21 053 324	14%
Salaries, Wages and Allowances	37 192 000	36 318 349	(873 651)	-2%
General Expenses: Outsourced	9 691 080	9 574 890	(116 190)	-1%
General Expenses: Interdepartmental	341 500	186 769	(154 731)	-45%
General Expenses: Other	13 824 192	16 063 216	2 239 024	16%
Repairs and Maintenance: Municipal Assets	1 391 220	1 099 776	(291 444)	-21%
Depreciation	596 653	965 987	369 334	62%
Impairment	0	189 420	189 420	
External Interest Paid	1 618 204	1 588 734	(29 470)	-2%
Grant Expenditure	500 000	0	(500 000)	-100%
Contributions to Reserves	83 098 300	103 319 331	20 221 031	24%
Operational Income	120 559 916	123 383 021	2 823 105	2%
User Charges for Services	399 760	443 655	43 895	11%
Fines	110 501 900	116 246 149	5 744 249	5%
Licenses and Permits	4 471 000	4 877 505	406 505	9%
Grants and Subsidies - Capital Receipts	5 000 000	1 402 020	(3 597 980)	-72%
Other Income	187 256	413 694	226 438	121%
Capital	5 160 000	1 829 717	(3 330 283)	-65%
Borrowing	600 000	376 351	(223 649)	-37%
Internal - Surplus cash	60 000	51 346	(8 654)	-14%
Grants	4 500 000	1 402 019	(3 097 981)	-69%

Table 17: Financial Performance Disaster Management

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STRATEGIC OBJECTIVE 3 (SO3)

To create an enabling environment for social development and economic growth.

Strategic objective three is undertaken by the following functions:

Functional Area (FA)	Directorate	Function
FA08 – Decent employment opportunities and job creation FA09 – Rural development	Planning and Development	Local Economic Development
FA10 – Youth development FA11 – Care for the elderly FA12 – Opportunities for women and people living with disability FA13 – HIV/Aids awareness	Community Services	No dedicated department

Summary of Performance Outcomes Strategic Objective Three ⁷				
Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Decent employment opportunities and job creation	7.3.5	TL10	Number of Expanded Public Works Programme (EPWP) job opportunities created by the organisation	Yes
	7.3.5	TL31	Business Process Mapping	Yes
Rural development				
Youth development	5.7.1	TL40	Construction of a Multipurpose Centre in White Location (Bloemfontein)	Yes

Table 18: Summary of Performance Outcomes Strategic Objective Three

The table below contains the total funds budgeted, utilised and raised to implement strategic objective three for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	8 597 390	5 122 626	(3 474 764)	
Operational Expenditure	9 784 390	6 309 626	(3 474 764)	-36%
Salaries, Wages and Allowances	2 422 200	2 008 168	(414 032)	-17%
General Expenses: Other	6 175 190	3 114 458	(3 060 732)	-50%
Grant Expenditure	1 187 000	1 187 000	0	0%
Operational Income	1 187 000	1 187 000	0	0%
Grants and Subsidies - Operating	1 187 000	1 187 000	0	0%
Capital	0	0	0	

Table 19: Financial Performance Strategic Objective 3

⁷ Detailed report for SDBIP outcomes available in Component K: [Organisational Performance Scorecard: Strategic Objective Number three](#)

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FOCUS AREA 8 DECENT EMPLOYMENT OPPORTUNITIES AND JOB CREATION

DECENT EMPLOYMENT OPPORTUNITIES AND JOB CREATION NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number eight for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	8 597 390	5 122 626	(3 474 764)	
Operational Expenditure	9 784 390	6 309 626	(3 474 764)	-36%
Salaries, Wages and Allowances	2 422 200	2 008 168	(414 032)	-17%
General Expenses: Other	6 175 190	3 114 458	(3 060 732)	-50%
Grant Expenditure	1 187 000	1 187 000	0	0%
Operational Income	1 187 000	1 187 000	0	0%
Grants and Subsidies - Operating	1 187 000	1 187 000	0	0%
Capital	0	0	0	

Table 20: Financial Performance Decent employment opportunities and job creation

FOCUS AREAS, 9 RURAL DEVELOPMENT, 10 YOUTH DEVELOPMENT, 11 CARE FOR THE ELDERLY, 12 OPPORTUNITIES FOR WOMEN AND PEOPLE LIVING WITH DISABILITY AND 13 HIV/AIDS AWARENESS

Focus areas eight, nine, ten, eleven, twelve and thirteen are supported by various departments and as such do not have dedicated budgets.

STRATEGIC OBJECTIVE 4 (SO4)

To grow the revenue base of the municipality.

Strategic objective four is undertaken by the following functions.

Focus Area (FA)	Directorate	Function
FA14 – Sound Financial Planning	Executive and Council	Council General Expenses
	Municipal Manager	Municipal Manager
	Financial Services	Assessment Rates
		Budget Office
		Director: Finance
		Expenditure
		Expenditure: Payroll
		Expenditure: Procurement
		Expenditure: Stores
		Income
		Meter Reading

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Summary of Performance Outcomes Strategic Objective four ⁸				
Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Sound Financial Planning	TL9	10.1	The percentage of a Municipality's capital budget actually spent on budgeted capital projects	No
	TL13	10	Financial viability as expressed by the following ratio: Debt Coverage	Information obtained on completion of the AFS
	TL14	10	Financial viability as expressed by the following ratio: Cost Coverage	Information obtained on completion of the AFS
	TL15	10	Financial viability as expressed by the following ratio: Outstanding Service Debtors to Revenue	Information obtained on completion of the AFS
	TL23	10.2	Debtor's Payment Level	Information obtained on completion of the AFS
	TL24	10.2	Investigate possible new external funding sources and government grants	No
	TL51	5.13.6	Complete the upgrading of the Waste Transfer Station by 30 June 2019	Yes
	TL52	5.13.2	Complete all proposed Water Capital Projects for the 2018/2019 financial year within the available resource allocations	No
	TL53	5.13.4	Complete all proposed Electrical Capital Projects for the 2018/2019 financial year within the available resource allocations	No
	TL54	5.13.7	Complete all proposed Roads and Stormwater Maintenance projects for the 2018/2019 financial year within the available resource allocations	Yes
	TL55	5.13.7	Complete all proposed Roads and Stormwater Capital Projects for the 2018/2019 financial year within the available resource allocations	No
	TL56	3.3.2	Municipal Infrastructure Grant (MIG)	No

Table 21: Summary of Performance Outcomes Strategic Objective four

The table below contains the total funds budgeted, utilised and raised to implement strategic objective four for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	(166 155 847)	(160 696 856)	5 458 991	
Operational Expenditure	96 666 412	99 389 503	2 723 091	3%
Salaries, Wages and Allowances	32 378 278	34 379 591	2 001 313	6%
Salaries for S57 and Top Management	2 339 370	2 236 279	(103 091)	-4%

⁸ Detailed report for SDBIP outcomes available in Component K: [Organisational Performance Scorecard: Strategic Objective Number Four](#)

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Detail	BUDGET	ACTUAL	Over/(Under)	
Less: Employee Costs - External Funding	14 200	(19 185)	(33 385)	-235%
General Expenses: Outsourced	7 375 088	6 270 856	(1 104 232)	-15%
General Expenses: Interdepartmental	295 800	529 917	234 117	79%
General Expenses: Other	42 214 829	36 208 729	(6 006 100)	-14%
Repairs and Maintenance: Municipal Assets	167 900	145 428	(22 472)	-13%
Depreciation	683 035	925 098	242 063	35%
Impairment	153 000	2 582 989	2 429 989	1588%
External Interest Paid	350 112	4 080 498	3 730 386	1065%
Grant Expenditure	3 437 000	3 689 379	252 379	7%
Contributions to Reserves	7 539 400	8 789 851	1 250 451	17%
Interdepartmental Charges and Recoveries	(281 600)	(429 928)	(148 328)	53%
Operational Income	262 822 259	260 086 360	(2 735 899)	-1%
Property Rates	226 047 407	225 886 130	(161 277)	0%
Penalty on Rates	3 739 860	4 916 947	1 177 087	31%
Interest earned: Investments	11 760 000	9 443 215	(2 316 785)	-20%
Interest earned: Outstanding Debtors	369 252	483 977	114 725	31%
Agency Services	211 452	201 932	(9 520)	-5%
Grants and Subsidies - Operating	18 079 500	17 931 715	(147 785)	-1%
Other Income	11 736 064	10 489 354	(1 246 710)	-11%
Profit on Sale of Assists	1 223 024	1 092 519	(130 505)	-11%
Income Foregone (Rebates)	(10 344 300)	(10 359 429)	(15 129)	0%
Capital	4 347 000	2 183 831	(2 163 169)	-50%
Borrowing	0	167 427	167 427	
Internal - Surplus cash	4 347 000	2 016 404	(2 330 596)	-54%

Table 22: Financial Performance Strategic Objective 4

FOCUS AREA 14 SOUND FINANCIAL PLANNING

SOUND FINANCIAL PLANNING NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area fourteen for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	(166 155 847)	(160 696 856)	5 458 991	
Operational Expenditure	96 666 412	99 389 503	2 723 091	3%
Salaries, Wages and Allowances	32 378 278	34 379 591	2 001 313	6%
Salaries for S57 and Top Management	2 339 370	2 236 279	(103 091)	-4%
Less: Employee Costs - External Funding	14 200	(19 185)	(33 385)	-235%
General Expenses: Outsourced	7 375 088	6 270 856	(1 104 232)	-15%
General Expenses: Interdepartmental	295 800	529 917	234 117	79%
General Expenses: Other	42 214 829	36 208 729	(6 006 100)	-14%
Repairs and Maintenance: Municipal Assets	167 900	145 428	(22 472)	-13%
Depreciation	683 035	925 098	242 063	35%
Impairment	153 000	2 582 989	2 429 989	1588%
External Interest Paid	350 112	4 080 498	3 730 386	1065%
Grant Expenditure	3 437 000	3 689 379	252 379	7%
Contributions to Reserves	7 539 400	8 789 851	1 250 451	17%
Interdepartmental Charges and Recoveries	(281 600)	(429 928)	(148 328)	53%
Operational Income	262 822 259	260 086 360	(2 735 899)	-1%
Property Rates	226 047 407	225 886 130	(161 277)	0%
Penalty on Rates	3 739 860	4 916 947	1 177 087	31%

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Detail	BUDGET	ACTUAL	Over/(Under)	
Interest earned: Investments	11 760 000	9 443 215	(2 316 785)	-20%
Interest earned: Outstanding Debtors	369 252	483 977	114 725	31%
Agency Services	211 452	201 932	(9 520)	-5%
Grants and Subsidies - Operating	18 079 500	17 931 715	(147 785)	-1%
Other Income	11 736 064	10 489 354	(1 246 710)	-11%
Profit on Sale of Assists	1 223 024	1 092 519	(130 505)	-11%
Income Foregone (Rebates)	(10 344 300)	(10 359 429)	(15 129)	0%
Capital	4 347 000	2 183 831	(2 163 169)	-50%
Borrowing	0	167 427	167 427	
Internal - Surplus cash	4 347 000	2 016 404	(2 330 596)	-54%

Table 23: Financial Performance Sound financial planning numbers

STRATEGIC OBJECTIVE 5 (SO5)

To structure and manage the municipal administration to ensure efficient service delivery.

Strategic objective five is undertaken by the following functions.

Functional Area (FA)	Directorate	Function
FA15 - Institutional capacity building	Human Resources	Human Resources
	Municipal Manager	Organisational Performance (Performance, Internal Audit and Risk Management [PIARM])

Summary of Performance Outcomes Strategic Objective Five ⁹				
Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Institutional capacity building	7.1	TL11	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan	Yes
	7.1	TL12	Percentage budget spent on implementation of workplace skills plan (WSP)	Yes
	7.7	TL16	Strategic Risk Register for the 2018/2019 financial year	Yes
	7.7	TL17	Review of the Risk Management Strategy and Policy; and Risk Management Committee Charter for the 2018/2019 financial year	Yes
	2.3	TL18	Project Clean Audit 2017/2018	No
	7.5	TL25	ICT Management Framework	Yes

Table 24: Summary of Performance Outcomes Strategic Objective Five

⁹ Detailed report for SDBIP outcomes available in Component K: [Organisational Performance Scorecard: Strategic Objective Number Five](#)

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The table below contains the total funds budgeted utilised and raised to implement strategic objective five for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	21 260 166	17 933 001	(3 327 165)	
Operational Expenditure	21 706 214	18 176 923	(3 529 292)	-16%
Salaries, Wages and Allowances	6 613 300	6 209 414	(403 886)	-6%
General Expenses: Other	15 074 914	11 919 857	(3 155 057)	-21%
Contributions to Reserves	18 000	47 651	29 651	165%
Operational Income	446 048	243 921	(202 127)	-45%
Other Income	446 048	243 921	(202 127)	-45%

Table 25: Financial Performance Strategic Objective Five

FOCUS AREA 15 INSTITUTIONAL CAPACITY BUILDING

INSTITUTIONAL CAPACITY BUILDING NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number fifteen for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	21 260 166	17 933 001	(3 327 165)	
Operational Expenditure	21 706 214	18 176 923	(3 529 292)	-16%
Salaries, Wages and Allowances	6 613 300	6 209 414	(403 886)	-6%
General Expenses: Other	15 074 914	11 919 857	(3 155 057)	-21%
Contributions to Reserves	18 000	47 651	29 651	165%
Operational Income	446 048	243 921	(202 127)	-45%
Other Income	446 048	243 921	(202 127)	-45%
Capital	0	0	0	

Table 26: Financial Performance Institutional capacity building

STRATEGIC OBJECTIVE 6 (SO6)

To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.

Strategic objective six is undertaken by the following functions.

Focus Area (FA)	Directorate	Function
FA16 – Ward committees System	Corporate Services	Public Participation
FA17 - Communication	Municipal Manager	Communication
FA18 - Responsive and accountable system of Local Government	Corporate Services	Director: Corporate
		Administration
		Committee Services
		Estates
		Legal Services
		Property & Records Management
	Financial Services	Information Technology
	Community Services	Director: Community
	Planning and Development	Director: Planning & IHS
		Integrated Development Planning
		Planning & Dev Town Planning
		Town Planning & Building Control

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Focus Area (FA)	Directorate	Function
	Technical Services	Workshop & Depot

Summary of Performance Outcomes Strategic Objective Six ¹⁰				
Focus Areas	IDP Ref.	SDBIP Ref. No.	Key Performance Indicator	Achieved
Communication	7.3.5	TL32	Tourism Destination Plan	Yes
	5.7.1	TL41	Review the Knysna Municipality Sport Policy - make provision in the policy for the future establishment of a functional sport council for the GKMA	Yes
	5.1	TL44	Construction and establishment of the Khayaletu Library	Yes
Responsive and accountable system of Local Government	[5.11.1] [5.15.14] [7.1]	TL19	By-laws	Yes
	Chapter 4	TL20	Council Meetings	Yes
	1.3	TL21	Annual Report 2017/2018	Yes
	4.3	TL22	Local Labour Forum	Yes
	7.1	TL35	Economic Development Strategy	Yes
	Chapter 8	TL36	Review the Spatial Development Framework (SDF) Chapter in the IDP	Yes
	Chapter 8	TL37	Integrated Development Plan Review	Yes
	Chapter 7	TL38	Zoning Scheme Bylaw	Yes
	5.15	TL39	Review the Environmental Management Chapter in the IDP Submission of the SDF information for consideration and inclusion in the reviewed IDP annually by end May	Yes
	TL47	7.1	Review of the Disaster Management Plan	Yes
	TL48	7.1	Review of the Integrated Waste Management Plan	Yes
	TL49	7.1	Review of the Air Quality Management Plan	Yes

Table 27: Summary of Performance Outcomes Strategic Objective Six

The table below contains the total funds budgeted, utilised and raised to implement strategic objective six for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	44 157 944	53 688 540	9 530 596	
Operational Expenditure	79 361 967	69 242 986	(10 118 981)	-13%
Salaries, Wages and Allowances	32 885 550	31 098 976	(1 786 574)	-5%
Salaries for S57 and Top Management	3 540 600	3 268 465	(272 135)	-8%
General Expenses: Outsourced	285 000	134 285	(150 716)	-53%
General Expenses: Interdepartmental	119 900	197 587	77 687	65%
General Expenses: Other	30 639 877	22 335 229	(8 304 648)	-27%
Repairs and Maintenance: Municipal Assets	4 183 326	3 104 578	(1 078 748)	-26%
Depreciation	1 760 030	2 090 829	330 799	19%
Impairment	0	80 911	80 911	
External Interest Paid	32 961	6 302 508	6 269 547	19021%
Grant Expenditure	5 814 023	363 039	(5 450 984)	-94%
Contributions to Reserves	100 700	266 581	165 881	165%
Operational Income	35 204 023	15 554 447	(19 649 576)	-56%

¹⁰ Detailed report for SDBIP outcomes available in Component K: [Organisational Performance Scorecard: Strategic Objective Number Six](#)

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Detail	BUDGET	ACTUAL	Over/(Under)	
User Charges for Services	3 187 560	3 509 516	321 956	10%
Rent of Facilities and Equipment	3 853 476	2 812 467	(1 041 009)	-27%
Fines	10 500	9 965	(535)	-5%
Licenses and Permits	1 052	0	(1 052)	-100%
Government Transfers - Contributed Assets	0	925	925	
Grants and Subsidies - Operating	5 814 023	363 039	(5 450 984)	-94%
Grants and Subsidies - Capital Receipts	23 000 000	8 334 006	(14 665 994)	-64%
Other Income	(662 588)	524 530	1 187 118	-179%
Capital	3 038 000	2 516 832	(521 168)	-17%
Internal - Surplus cash	3 038 000	2 515 907	(522 093)	-17%
Public contributions & donations	0	925	925	

Table 28: Financial Performance Strategic Objective 6

FOCUS AREA 16 WARD COMMITTEES SYSTEM

WARD COMMITTEES SYSTEM NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number one for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	4 304 039	4 134 940	(169 099)	
Operational Expenditure	4 304 039	4 134 940	(169 099)	-4%
Salaries, Wages and Allowances	3 089 970	3 098 523	8 553	0%
General Expenses: Other	1 203 269	1 026 744	(176 525)	-15%
Repairs and Maintenance: Municipal Assets	10 800	9 672	(1 128)	-10%
Operational Income	0	0	0	
Capital	0	0	0	

Table 29: Financial Performance Ward committees system

FOCUS AREA 17 COMMUNICATION

COMMUNICATION NUMBERS

The table below contains the total funds budgeted, utilised and raised to implement focus area number one for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	2 684 246	2 569 209	(115 037)	
Operational Expenditure	2 684 246	2 569 209	(115 037)	-4%
Salaries, Wages and Allowances	1 804 200	1 750 669	(53 531)	-3%
General Expenses: Other	877 446	817 838	(59 608)	-7%
Repairs and Maintenance: Municipal Assets	2 600	702	(1 898)	-73%
Operational Income	0	0	0	
Capital	0	0	0	

Table 30: Financial Performance Communication

FOCUS AREA 18 RESPONSIVE AND ACCOUNTABLE SYSTEM OF LOCAL GOVERNMENT

RESPONSIVE AND ACCOUNTABLE SYSTEM OF LOCAL GOVERNMENT NUMBERS

Chapter 3

The table below contains the total funds budgeted, utilised and raised to implement focus area number eighteen for the year.

Detail	BUDGET	ACTUAL	Over/(Under)	
Net Operational Result	37 169 659	46 980 390	9 810 731	
Operational Expenditure	72 373 682	62 534 837	(9 838 845)	-14%
Salaries, Wages and Allowances	27 991 380	26 249 783	(1 741 597)	-6%
Salaries for S57 and Top Management	3 540 600	3 268 465	(272 135)	-8%
General Expenses: Outsourced	285 000	134 285	(150 716)	-53%
General Expenses: Interdepartmental	119 900	197 587	77 687	65%
General Expenses: Other	28 559 162	20 486 647	(8 072 515)	-28%
Repairs and Maintenance: Municipal Assets	4 169 926	3 094 204	(1 075 722)	-26%
Depreciation	1 760 030	2 090 829	330 799	19%
Impairment	0	80 911	80 911	
External Interest Paid	32 961	6 302 508	6 269 547	19021%
Grant Expenditure	5 814 023	363 039	(5 450 984)	-94%
Contributions to Reserves	100 700	266 581	165 881	165%
Operational Income	35 204 023	15 554 447	(19 649 576)	-56%
User Charges for Services	3 187 560	3 509 516	321 956	10%
Rent of Facilities and Equipment	3 853 476	2 812 467	(1 041 009)	-27%
Fines	10 500	9 965	(535)	-5%
Licenses and Permits	1 052	0	(1 052)	-100%
Government Transfers - Contributed Assets	0	925	925	
Grants and Subsidies - Operating	5 814 023	363 039	(5 450 984)	-94%
Grants and Subsidies - Capital Receipts	23 000 000	8 334 006	(14 665 994)	-64%
Other Income	(662 588)	524 530	1 187 118	-179%
Capital	3 038 000	2 516 832	(521 168)	-17%
Internal - Surplus cash	3 038 000	2 515 907	(522 093)	-17%
Public contributions & donations	0	925	925	

Table 31: Financial Performance Responsive and accountable system of Local Government

Chapter 4

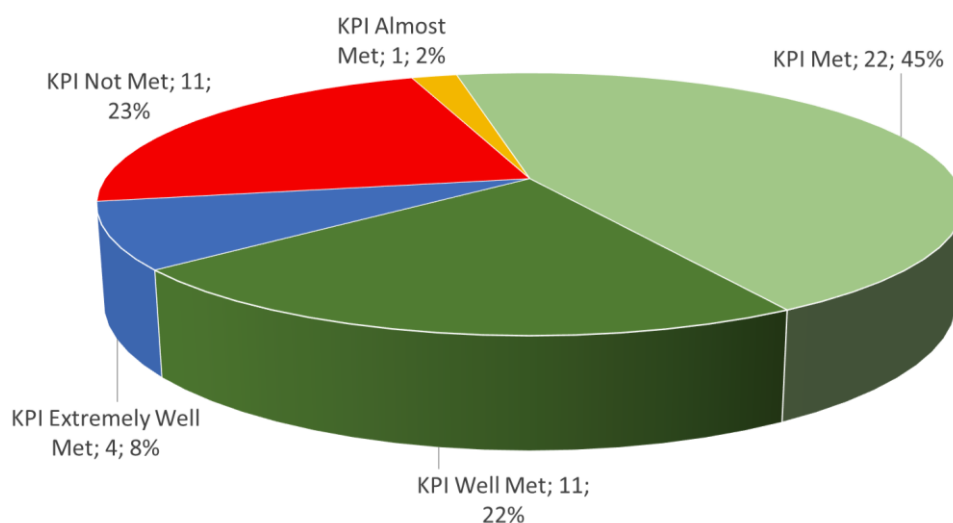
COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

Performance Indicators (PI)

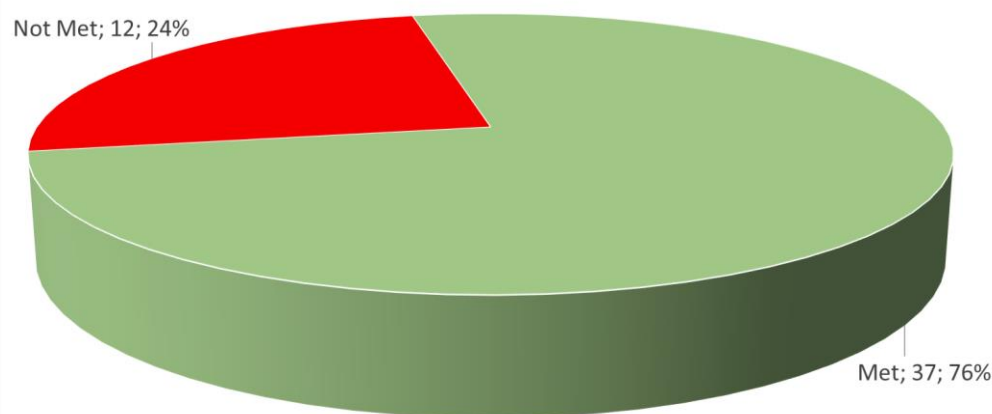
Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated

The municipal scorecard (Top Layer SDBIP) consolidates service delivery targets set by Council / senior management and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic objectives.

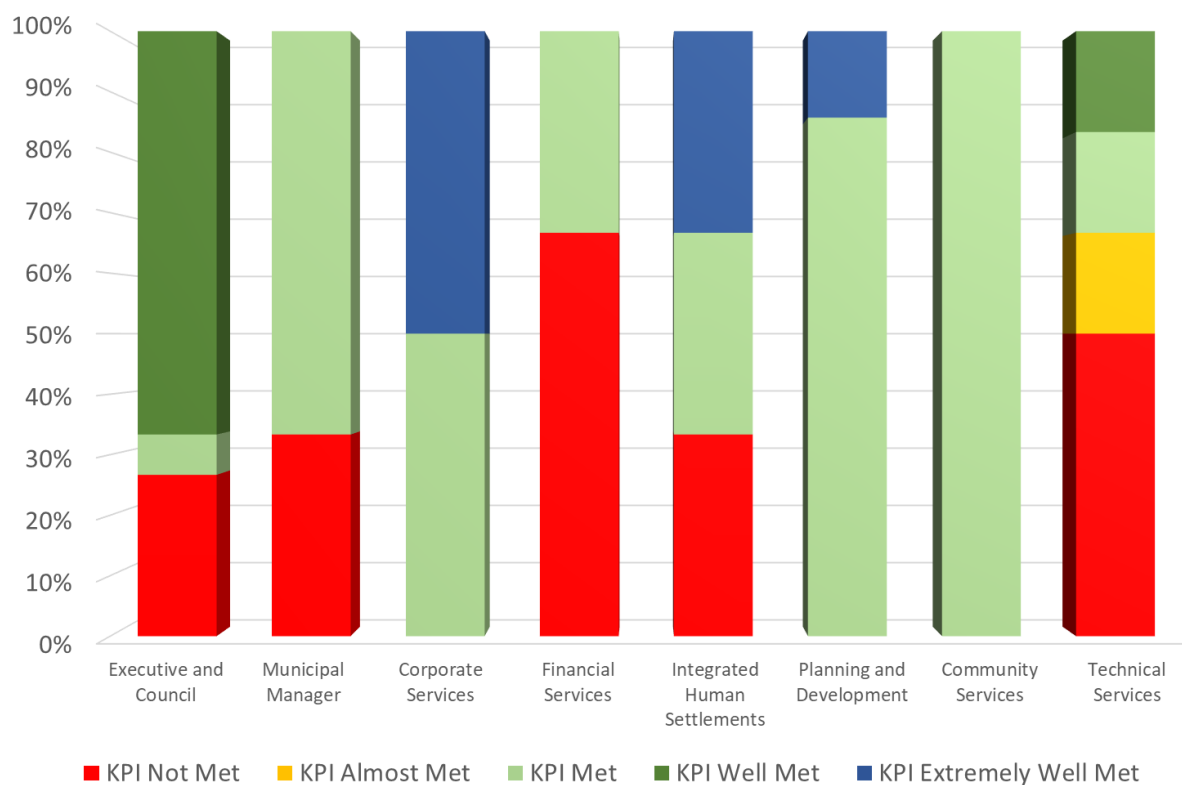


Graph 1 Overall Performance as per the SDBIP

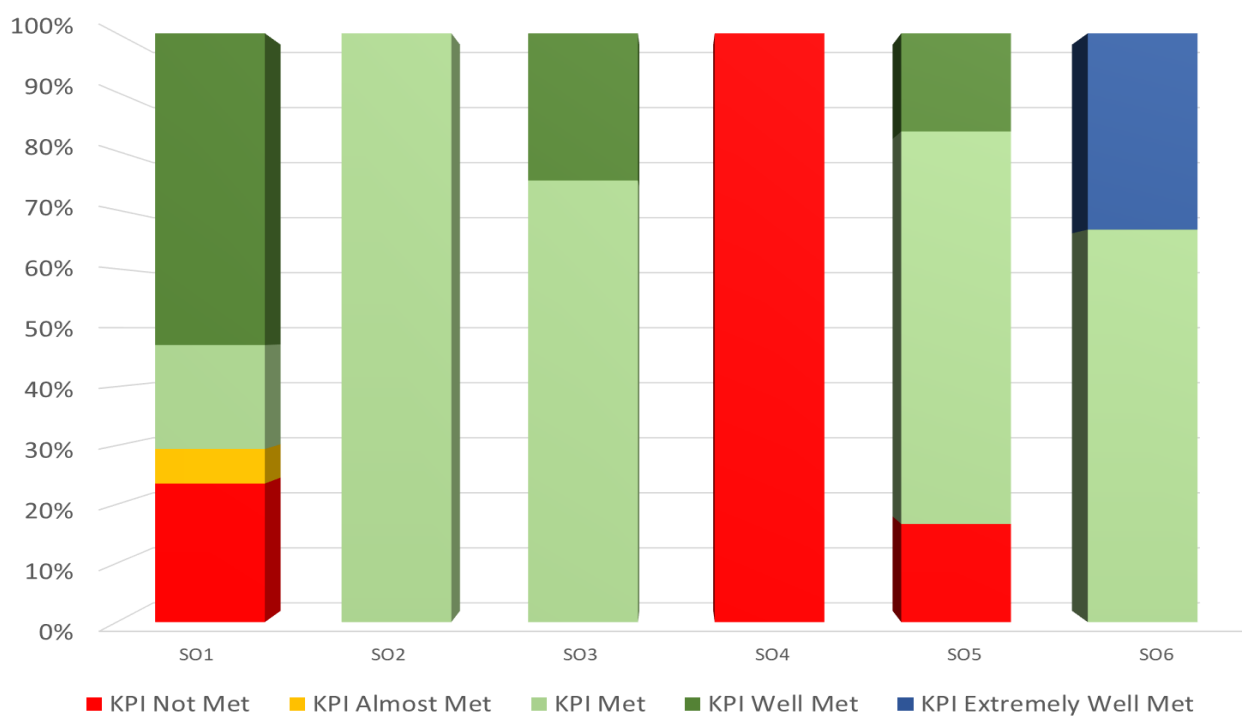


Graph 2 Consolidated Performance as per the SDBIP

Chapter 3



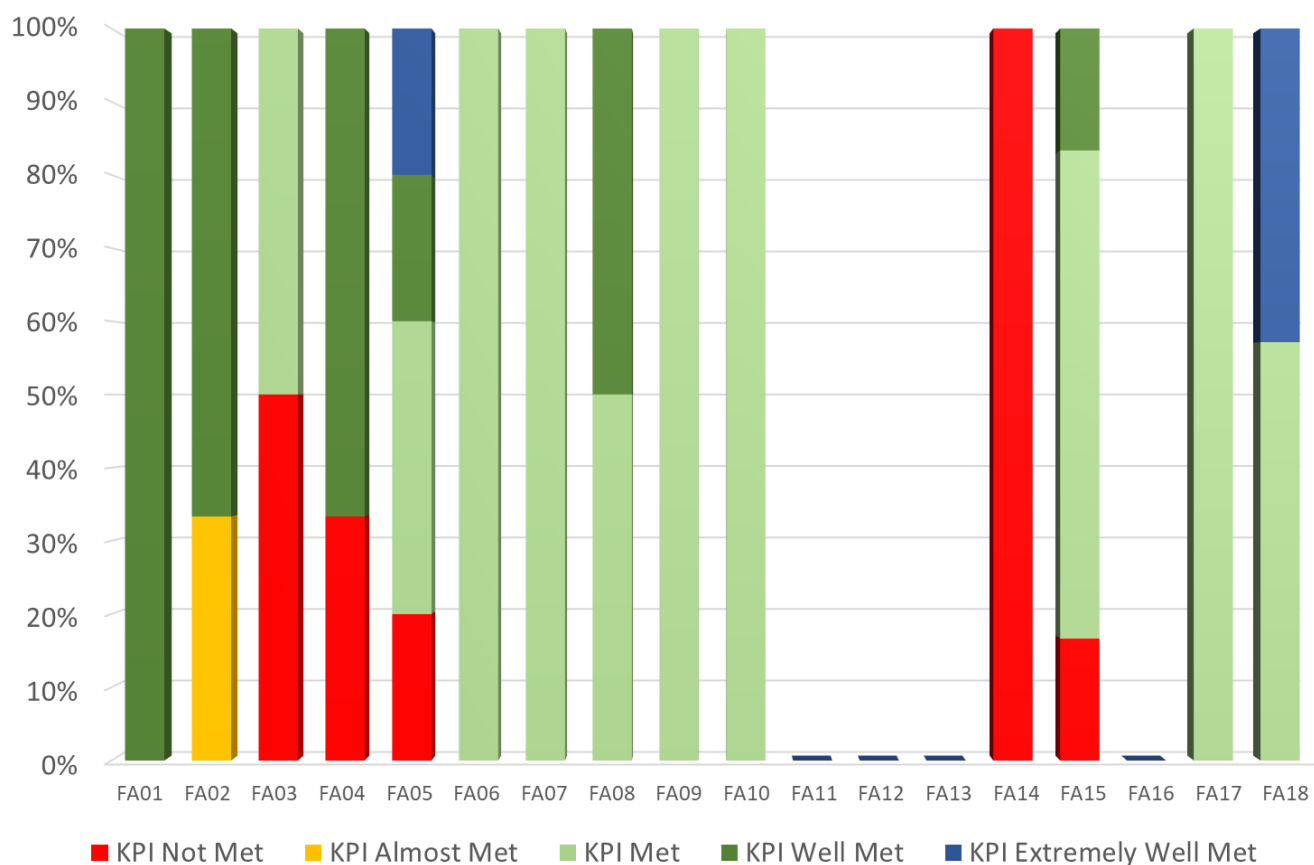
Graph 3 Performance by Directorate



Graph 4 Performance by Strategic Objective

SO1	SO2	SO3	SO4	SO5	SO6
To improve and maintain current basic service delivery through specific infrastructural development projects	To promote a safe and healthy environment through the protection of our natural resources	To create an enabling environment for social development and economic growth	To grow the revenue base of the municipality	To structure and manage the municipal administration to ensure efficient service delivery	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication

Chapter 3



Graph 5 Performance by Focus Area

FA01	Sanitation
FA02	Electricity
FA03	Streets and Storm Water Management
FA04	Water Supply
FA05	Integrated Human Settlements
FA06	Environmental Conservation
FA07	Disaster management
FA08	Decent employment opportunities and job creation
FA09	Rural development
FA10	Youth development
FA11	Care for the elderly
FA12	Opportunities for women and people living with disability
FA13	HIV/Aids awareness
FA14	Sound Financial Planning
FA15	Institutional capacity building
FA16	Ward committees System
FA17	Communication
FA18	Responsive and accountable system of Local Government

Chapter 4

ORGANISATIONAL PERFORMANCE SCORECARD: STRATEGIC OBJECTIVE NUMBER ONE

To improve and maintain current basic service delivery through specific infrastructural development projects.

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL1	The number of single residential properties with access to basic level of electricity.	The indicator reflects the number of residential properties that the Municipality is aware of which are connected to the municipal electrical infrastructure network for both credit and prepaid metering. (A10) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	19 917	PriceWaterhouseCoopers have been appointed on a three-year contract to undertake a Revenue Enhancement Project.	Number	14 100	19 317	0 / 0	0 / 0	0 / 0	14 100 / 19 317	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	14 100
TL2	The number of single residential properties with Access to basic level of water	The indicator reflects the number of residential properties that the Municipality is aware of which are connected to the municipal water infrastructure network (A10) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	15 223	PriceWaterhouseCoopers have been appointed on a three-year contract to undertake a Revenue Enhancement Project.	Number	11 000	10 305	0 / 0	0 / 0	0 / 0	11 000 / 10 305	Not Met	Management is in the process of procuring a ERP system that would enhance the ability of management to determine suitable targets	The implementation of the approved organogram and procurement of an ERP system over the next year or two will facilitate improved target setting and the reporting of actuals	Reporting performance indicator required by regulation.	11 000

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL3	The number of single residential properties with access to basic level of sanitation	The indicator reflects the number of residential properties that the Municipality is aware of connected to the municipal waste water (sanitation/sewerage) network irrespective of the number of water closets (toilets). (A10) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	12 609	PriceWaterhouseCoopers have been appointed on a three-year contract to undertake a Revenue Enhancement Project.	Number	12 300	14 497	0 / 0	0 / 0	0 / 0	12 300 / 14 497	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	12 300
TL4	The number of single residential properties with level of solid waste removal	This indicator reflects the number of single residential properties that the Municipality is aware of which are receiving a weekly door to door refuse removal service. This excludes vacant residential properties. (A10) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	15 212	PriceWaterhouseCoopers have been appointed on a three-year contract to undertake a Revenue Enhancement Project.	Number	15 200	14 693	0 / 0	0 / 0	0 / 0	15 200 / 14 693	Not Met	Management is in the process of procuring a ERP system that would enhance the ability of management to determine suitable targets	The implementation of the approved organogram and procurement of an ERP system over the next year or two will facilitate improved target setting and the reporting of actuals	Reporting performance indicator required by regulation.	15 200

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL5	The number of formalised single residential properties with access to free basic service: ELECTRICITY	This indicator relates to the Pre-Paid Electricity Tariff Electrification Housing Scheme (Limited to 20A) limited to 400kWh and first 50kWh free – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	6 913	None Required	Number	7 085	8 780	0 / 0	0 / 0	0 / 0	7 085 / 8 780	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	7 444
TL6	The number of formalised single residential properties with access to free basic service: WATER	This indicator reflects the 100% social rebate granted in respect to the annual water availability fee charged to qualifying homeowners of single residential properties. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	1 552	None Required	Number	1 552	1 725	0 / 0	0 / 0	0 / 1,042	1 552 / 1 725	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	1 552

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL7	The number of formalised single residential properties with access to free basic service: SANITATION / SEWERAGE	This indicator reflects the 100% social rebate granted in respect to the annual sanitation fee charged to qualifying homeowners of single residential properties. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	1 552	None Required	Number	1 552	1 725	0 / 0	0 / 0	0 / 0	1 552 / 1 725	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	1 552
TL8	The number of formalised single residential properties with access to free basic service: SOLID WASTE / REFUSE	This indicator reflects the 100% social rebate granted in respect to the annual solid waste fee charged to qualifying homeowners of single residential properties. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	1 552	None Required	Number	1 552	1 725	0 / 0	0 / 0	0 / 0	1 552 / 1 725	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	1 552

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL27	Provision of bulk services through the electrification of Informal Settlements	A high demand for access to basic services and electrification of Informal Settlements exist. The municipality envisage electrifying 300 Informal Settlements ¹¹ by the end of the financial year.	New Performance Indicator	None Required	Number	300	350	0 / 0	0 / 0	0 / 0	300 / 350	KPI Well Met	None Required	None Required	None Required	Target changed to Rand value (R4 million)
TL28	Construction of low cost housing units in the GKMA	The provision of affordable housing units remains a high priority for the Council in order to restore the dignity of poor people and provide them with shelter as enshrined in the Constitution of South Africa.	104	Organogram restructured to enhance housing delivery	Number	190	166	0 / 0	0 / 0	0 / 0	190 / 166	KPI Almost Met	The Integrated Human Settlements function was enhanced by segregating the function from the Planning and Development Directorate and elevating it as a separate and dedicated directorate.	It is expected that the enhancement of the IHS management structure will result in enhanced performance outcomes.	A Director was appointed on 20 May 2019 to head up the new IHS Directorate.	-
TL29	Human Settlement Implementation - Services	Provide housing opportunities through servicing sites.	370	Organogram restructured to enhance housing delivery	Number	65	0	0 / 0	0 / 0	0 / 21	65 / 21	KPI Not Met	The Integrated Human Settlements function was enhanced by segregating the function from the Planning and Development Directorate and elevating it as a separate and dedicated directorate.	It is expected that the enhancement of the IHS management structure will result in enhanced performance outcomes.	A Director was appointed on 20 May 2019 to head up the new IHS Directorate.	-

¹¹ To remove ambiguity in this specific instance the municipality deems “settlement” to mean households/consumers.

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL33	Review the Human Settlement Chapter in the IDP	The Human Settlements Chapter sets out the programmes and projects relating to the human settlement development in the municipal area. Submission of the Human Settlement information for consideration and inclusion in the reviewed IDP annually by end May.	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	1 / 0	0 / 1	KPI Met	None Required	None Required	None Required	None Required
TL46	Provide Institutional capacity for Disaster Management	Establishment a dedicated Disaster Management Section for the Knysna Municipality - New structure (Organogram) Council	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Table 32: Strategic Objective Number One Performance Scorecard

ORGANISATIONAL PERFORMANCE SCORECARD: STRATEGIC OBJECTIVE NUMBER TWO

To promote a safe and healthy environment through the protection of our natural resources.

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020

Table 33: Strategic Objective Number Two Performance Scorecard

Chapter 3

ORGANISATIONAL PERFORMANCE SCORECARD: STRATEGIC OBJECTIVE NUMBER THREE

To create an enabling environment for social development and economic growth.

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL10	Number of Expanded Public Works Programme (EPWP) job opportunities created by the organisation	<p>This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP).</p> <p>An EPWP work opportunity is paid work created for an individual on an EPWP project for any period, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.</p> <p>Each Directorate has a responsibility to create EPWP opportunities and report them to the EPWP administrator. The individual targets per Directorate are reflected in the Directors' scorecard. The target reflected here relates to the organisation as a whole. - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (d) General key performance indicators</p>	2 763	None Required	Number	1 600	2 012	400 / 455	400 / 665	400 / 572	400 / 320	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	1 600

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL31	Business Process Mapping	Create an enabling environment for social development and economic growth through Business Transformation Programmes Map 32 Business Processes Submit to section 80 committee by 30 June 2019	New Performance Indicator	None Required	Number	32	51	0 / 0	0 / 0	0 / 0	32 / 51	KPI Extremely Well Met	None Required	None Required	None Required	-
TL40	Construction of a Multipurpose Centre in White Location (Bloemfontein)	Start Phase 2A of the MPC in White Location (Bloemfontein) by June 2019. Site handover by 30 June	1	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Table 34: Strategic Objective Number Three Performance Scorecard

Chapter 3

ORGANISATIONAL PERFORMANCE SCORECARD: STRATEGIC OBJECTIVE NUMBER FOUR

To grow the revenue base of the municipality.

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL9	The percentage of a Municipality's capital budget actually spent on budgeted capital projects	<p>Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement.</p> <p>Contingent liabilities are only identified at the year-end. - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (c) General key performance indicators</p>	93,23%	The post of Senior Manager Project Management Office has been advertised and interviews have taken place.	Percentage	100%	70.42%	0 / 0	0 / 0	0 / 0	100% / 70.42%	KPI Not Met	<p>Council has approved the establishment of a Project Management Office within the Infrastructure Services Directorate</p> <p>PURPOSE: To coordinate the provisioning of project management services for the full life cycle of projects</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage the planning and implementation of projects and ensure that projects meet planning objectives 2. Provide project management support, execute feasibility studies and administer contracts 3. Manage, monitor and control and projects/ contracts for and directorates /departments 4. Manage, monitor and control Expanded Public Works Programme projects/ contracts for all directorates and ensure quality monitoring: <ol style="list-style-type: none"> i) Provide reporting database and data capturing services ii) Administer financial processes and contracts regarding projects 5. Implement and monitor quality management systems 6. Coordinate project-based capacity building Initiative 7. Liaise with all departments to determine project needs and conclude 3-year implementation plan 8. Budget Inputs annually and adjustment 9. Manage, monitor and control consultants 10. Manage the procurement of goods and services 11. Compare monthly reports 	Target not met below the National Treasury norm of 95% to 100% as per circular 71	The post of Senior Manager Project Management Office has been advertised and interviews have taken place.	100%

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL13	Financial viability as expressed by the following ratio: Debt Coverage	The ratio measures the ability to cover debt service payments with own revenue to aid in determining the financial viability of the Municipality (SA8) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (g) General key performance indicators	33,69	None Required	Number	18.40	0	0 / 0	0 / 0	0 / 0	18.40 / 0	KPI Not Met	Awaiting information from Directorate as part of the AFS process		Reporting performance indicator required by regulation.	20,3
TL14	Financial viability as expressed by the following ratio: Cost Coverage	To calculate the ability to cover fixed cost with available cash to aid in determining the financial viability of the Municipality (SA8) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (g) General key performance indicators	4,2	None Required	Number	1.10	0	0 / 0	0 / 0	0 / 0	1.10 / 0	KPI Not Met	Awaiting information from Directorate as part of the AFS process		Reporting performance indicator required by regulation.	1,3
TL15	Financial viability as expressed by the following ratio: Outstanding Service Debtors to Revenue	To calculate the ratio of service debtor to service revenue to aid in determining the financial viability of the Municipality (SA8) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (g) General key performance indicators.	0,16	PriceWaterhouseCoopers have been appointed on a three-year contract to undertake a Revenue Enhancement Project	Number	29.70	0	0 / 0	0 / 0	0 / 0	29.70 / 0	KPI Not Met	Awaiting information from Directorate as part of the AFS process		Reporting performance indicator required by regulation.	30,7

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL23	Debtor's Payment Level	<p>The debtor's payment level directly relates to the Municipality's capacity to collect amounts due with regard to rates, service and sundry charges and is fundamental to maintain positive cash flows and ensuring stability and long term financial viability. (SAB)</p> <p>Investigate further processes to increase the debt collection rate including the restructuring of the Income Department.</p>	91%	PriceWaterhouseCoopers have been appointed on a three-year contract to undertake a Revenue Enhancement Project	Percentage	91%	0	0 / 0	0 / 0	0 / 0	91% / 0	KPI Not Met	Awaiting information from Directorate as part of the AFS process		National Treasury norm 95% as per circular 71	95%

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL24	Investigate possible new external funding sources and government grants	Secure more external funding and government grants for soft services including long term funding for operating expenses through investigation external funding sources and government grants. Establish Public-Private Partnerships or investigate the possibility of voluntary contributions from Private Sector for low cost housing or the equivalent by the end of the financial year. Submit a comprehensive Investigation Report on possible new external funding sourced to Council by the end of the financial year.	New Performance Indicator	None Required	Number	1	0	0 / 0	0 / 0	0 / 0	1 / 0	KPI Not Met	Council has approved the establishment of a Manager: Social Contract/ Corporate (commission basis) investment post within the MM's Office. The post will report to the Manager: Integrated Development Plan & Institutional Performance Management.	Performance will be monitored during 2019/2020	The post of Manager: Integrated Development Plan & Institutional Performance Management has been advertised. Once appointed management will determine a way forward in regards to the Manager: Social Contract/ Corporate Investment post	-
TL51	Solid Waste Management (Refuse) Capital Project: Upgrading of the waste Transfer Station	Complete the upgrading of the Waste Transfer Station by 30 June 2019	-	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL52	Complete all proposed Water Capital Projects for the 2018/2019 financial year within the available resource allocations	Complete all proposed water capital projects for the financial year within the available budget. Capital projects expenditure over budgeted capital projects. 100 percent expenditure of capital funding provided. (Capital votes only [Branch] 92 and 93)	99.7%	None Required	Percentage	100%	74.51%	0 / 0	0 / 0	0 / 51.80%	100% / 22.71%	KPI Not Met	Council has approved the establishment of a Project Management Office within the Infrastructure Services Directorate PURPOSE: To coordinate the provisioning of project management services for the full life cycle of projects FUNCTIONS: 1. Manage the planning and implementation of projects and ensure that projects meet planning objectives 2. Provide project management support, execute feasibility studies and administer contracts 3. Manage, monitor and control and projects/ contracts for and directorates/departments 4. Manage, monitor and control Expanded Public Works Programme projects/ contracts for all directorates and ensure quality monitoring: i) Provide reporting database and data capturing services ii) Administer financial processes and contracts regarding projects 5. Implement and monitor quality management systems 6. Coordinate project-based capacity building Initiative 7. Liaise with all departments to determine project needs and conclude 3-year implementation plan 8. Budget Inputs annually and adjustment 9. Manage, monitor and control consultants 10. Manage the procurement of goods and services 11. Compare monthly reports	Target not met below the National Treasury norm of 95% to 100% as per circular 71	The post of Senior Manager Project Management Office has been advertised and interviews have taken place.	100%

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL53	Complete all proposed Electrical Capital Projects for the 2018/2019 financial year within the available resource allocations	Complete all electrical capital projects for the financial year within the available budget. Capital projects expenditure over budgeted capital projects. 100 percent expenditure of capital funding provided. (Capital votes only [Branch] 76)	98,43%	None Required	Percentage	100%	84.39%	0 / 0	0 / 0	0 / 0	100% / 84.39%	KPI Almost Met	Council has approved the establishment of a Project Management Office within the Infrastructure Services Directorate PURPOSE: To coordinate the provisioning of project management services for the full life cycle of projects FUNCTIONS: 1. Manage the planning and implementation of projects and ensure that projects meet planning objectives 2. Provide project management support, execute feasibility studies and administer contracts 3. Manage, monitor and control and projects/ contracts for and directorates /departments 4. Manage, monitor and control Expanded Public Works Programme projects/ contracts for all directorates and ensure quality monitoring: i) Provide reporting database and data capturing services ii) Administer financial processes and contracts regarding projects 5. Implement and monitor quality management systems 6. Coordinate project-based capacity building Initiative 7. Liaise with all departments to determine project needs and conclude 3-year implementation plan 8. Budget Inputs annually and adjustment 9. Manage, monitor and control consultants 10. Manage the procurement of goods and services 11. Compare monthly reports	Target not met below the National Treasury norm of 95% to 100% as per circular 71	The post of Senior Manager Project Management Office has been advertised and interviews have taken place.	100%

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL54	Complete all proposed Roads and Stormwater Maintenance projects for the 2018/2019 financial year within the available resource allocations	100% expenditure of the maintenance budget for Main Roads, Streets and Stormwater (Operational votes [Branch] 86, 87 and 88 only sub-vote-no 22)	99,40%	None Required	Percentage	100%	100%	0 / 0	0 / 0	0 / 21.07%	100% / 99.75%	KPI Met	None Required	None Required	None Required	100%

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL55	Complete all proposed Roads and Stormwater Capital Projects for the 2018/2019 financial year within the available resource allocations	Complete all roads and stormwater capital projects for the financial year within the available budget. Capital projects expenditure over budgeted capital projects. 100 percent expenditure of capital funding provided. (Capital votes only [Branch] 87 and 88).	100,71%	None Required	Percentage	100%	57.93%	0 / 0	0 / 15%	0 / 0	100% / 57.93%	KPI Not Met	Council has approved the establishment of a Project Management Office within the Infrastructure Services Directorate PURPOSE: To coordinate the provisioning of project management services for the full life cycle of projects FUNCTIONS: 1. Manage the planning and implementation of projects and ensure that projects meet planning objectives 2. Provide project management support, execute feasibility studies and administer contracts 3. Manage, monitor and control and projects/ contracts for and directorates /departments 4. Manage, monitor and control Expanded Public Works Programme projects/ contracts for all directorates and ensure quality monitoring: i) Provide reporting database and data capturing services ii) Administer financial processes and contracts regarding projects 5. Implement and monitor quality management systems 6. Coordinate project-based capacity building Initiative 7. Liaise with all departments to determine project needs and conclude 3-year implementation plan 8. Budget Inputs annually and adjustment 9. Manage, monitor and control consultants 10. Manage the procurement of goods and services 11. Compare monthly reports	Target not met below the National Treasury norm of 95% to 100% as per circular 71	The post of Senior Manager Project Management Office has been advertised and interviews have taken place.	100%

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL56	Municipal Infrastructure Grant (MIG)	Complete all MIG funded capital projects for the financial year within the available budget. Capital MIG projects expenditure over budgeted MIG capital projects. 100 percent expenditure of capital funding provided (all MIG funded Capital expenditure)	100,44%	None Required	Percentage	100%	67.03%	0 / 24.00%	0 / 42.32%	0 / 0	100% / 67.03%	KPI Not Met	Council has approved the establishment of a Project Management Office within the Infrastructure Services Directorate PURPOSE: To coordinate the provisioning of project management services for the full life cycle of projects FUNCTIONS: 1. Manage the planning and implementation of projects and ensure that projects meet planning objectives 2. Provide project management support, execute feasibility studies and administer contracts 3. Manage, monitor and control and projects/ contracts for and directorates/ departments 4. Manage, monitor and control Expanded Public Works Programme projects/ contracts for all directorates and ensure quality monitoring: i) Provide reporting database and data capturing services ii) Administer financial processes and contracts regarding projects 5. Implement and monitor quality management systems 6. Coordinate project-based capacity building Initiative 7. Liaise with all departments to determine project needs and conclude 3-year implementation plan 8. Budget Inputs annually and adjustment 9. Manage, monitor and control consultants 10. Manage the procurement of goods and services 11. Compare monthly reports	Target not met below the National Treasury norm of 95% to 100% as per circular 71	The post of Senior Manager Project Management Office has been advertised and interviews have taken place.	100%

Table 35: Strategic Objective Number Four Performance Scorecard

Chapter 3

ORGANISATIONAL PERFORMANCE SCORECARD: STRATEGIC OBJECTIVE NUMBER FIVE

To structure and manage the municipal administration to ensure efficient service delivery.

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL11	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan	<p>The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of (Municipal Manager, Directors and managers reporting to directors) management in line with the annual report of the Department of Labour.</p> <p>Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting.</p> <p>The three highest levels are Top Management (MM and Directors); Managers reporting to Directors and Middle Management (Section Heads and Professionals) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (e) General key performance indicators</p>	85,7%	None Required	Percentage	80%	83.81%	0 / 0	0 / 0	0 / 0	80.00% / 83.81%	KPI Well Met	None Required	None Required	Reporting performance indicator required by regulation.	80%

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL12	Percentage budget spent on implementation of workplace skills plan (WSP)	Public Service employers in the national and provincial spheres of government are required in terms of Section 30 of the Skills Development Amendment Act to budget at least one percent [1%] of their payroll for the education and training of their employees measured against training budget. - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (f) General key performance indicators	0,44%	Budget for WSP in line with the requirements of the Skills Development Amendment Act target met for 2018/2019	Percentage	1%	1%	0 / 0	0 / 0	0 / 0	1% / 1%	KPI Met	None Required	None Required	Reporting performance indicator required by regulation.	1%
TL16	Strategic Risk Register for the current financial year	The Strategic Risk Register acts as a central repository for all risks identified by the organisation. For each risk, information should be included such as risk probability, impact, counter measures and risk owners Annual submission of the reviewed Risk Management Strategy and Policy to Council for consideration by June.	1	None Required	Number	1	1	1 / 0	0 / 0	0 / 0	0 / 1	KPI Met	None Required	None Required	None Required	-
TL17	Review of the Risk Management Strategy and Policy; and Risk Management Committee Charter for the current financial year	The Risk Management Strategy guides the organisation on how to implement its Risk Management Policy, which formally set out the Municipality's stance on enterprise Risk Management Submission of the reviewed Risk Management Strategy and Policy to Council for consideration annually by June.	1	None Required	Number	1	1	1 / 1	0 / 0	0 / 0	0 / 0	KPI Met	None Required	None Required	None Required	1

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL18	Project Clean Audit	Put systems and procedures in place to attain Clean Audit opinion through improving governance and enhanced service delivery Audit opinion expressed by the Auditor-General of South Africa (AGSA) for the prior financial year.	0	To ensure clean audit outcomes in future institutional capacity will be enhanced. This will be supported by enhancing individual as well as ITC capacity over the next few years.	Number	1	0	0 / 0	1 / 0	0 / 0	0 / 0	KPI Not Met	Council undertook an extensive organisational review and approved a new organogram in October 2018.	The performance will be monitored during 2019/2020	The implementation of the approved organogram and procurement of an ERP system over the next year or two will facilitate the clean audit outcome process.	-
TL25	ICT Management Framework	ICT Management Framework. Phase 2: Strategic alignment phase (2019)	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Table 36: Strategic Objective Number Five Performance Scorecard

ORGANISATIONAL PERFORMANCE SCORECARD: STRATEGIC OBJECTIVE NUMBER SIX

To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL19	By-laws	Review and submit three By-laws to Council	New Performance Indicator	None Required	Number	3	3	0 / 0	0 / 0	0 / 0	3 / 3	KPI Met	None Required	None Required	None Required	-
TL20	Council Meetings	Arrange (minimum) quarterly Council meetings as per Municipal Structures Act 117 of 1998 18(2) "A municipal council must meet at least quarterly."	New Performance Indicator	None Required	Number	4	21	1 / 6	1 / 5	1 / 6	1 / 4	KPI Extremely Well Met	None Required	None Required	None Required	-
TL21	Prior financial year Annual Report	Annual Report as required by MFMA (121) submitted for Council approved annually by the end of March	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	1 / 1	0 / 0	KPI Met	None Required	None Required	None Required	-

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Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL22	Local Labour Forum	Hold a minimum of four Local Labour Forum meetings	New Performance Indicator	None Required	Number	4	6	1 / 1	1 / 2	1 / 2	1 / 1	KPI Extremely Well Met	None Required	None Required	None Required	-
TL32	Tourism Destination Plan	Submit to Council The Tourism Destination Plan Knysna Municipality is in the process of developing a tourism destination plan as a catalyst to optimise the tourism potential of the area. Submit to Council/ section 80 committee by 30 June 2019	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-
TL35	Economic Development Strategy	The strategy aims to create a conducive environment for all stakeholders to stimulate economic growth and create decent job opportunities. Submit to Council/ section 80 committee by 30 June 2019	0	Target achieved during 2018/2019	Number	1	1	0 / 0	0 / 0	1 / 0	0 / 1	KPI Met	None Required	None Required	None Required	-
TL36	Review the Spatial Development Framework (SDF) Chapter in the IDP	The SDF is a core component of the 4th Generation IDP process, of Knysna Local Municipality. The plan aims at making spatial provision for IDP and other strategic planning objectives of the organisation in line with the principles of Sustainable Development. Submission of the SDF information for consideration and inclusion in the reviewed IDP annually by end May	1	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-
TL37	Integrated Development Plan Review	The 4th Generation Integrated Development Plan, setting out the strategic objectives of Council must be Reviewed annually	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL38	Zoning Scheme Bylaw	The Zoning Scheme Bylaw sets out the procedures and conditions relating to the usage and development of land in the municipal area. Zoning Scheme Bylaw submitted to the relevant Council Committee by June 2019	1	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	1
TL39	Review the Environmental Management Chapter in the IDP	Completion of SEMP to guide environmental best practice, improved compliance and the attainment of "Green Town" status Submission of the SDF information for consideration and inclusion in the reviewed IDP annually by end May	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-
TL41	Review the Knysna Municipality Sport Policy - make provision in the policy for the future establishment of a functional sport council for the GKMA	Review the Knysna Municipal Sport Policy and submit the revised sport policy to the Community Services S80 Committee by 30 June 2019.	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-
TL44	Construction and establishment of the Khayaletu Library	Construction of the Khayaletu Library by 30 June 2019.	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Chapter 3

Ref	Key Performance Indicator	Definition	Baseline /Previous years actual	Progress on non-achievement previous year	Unit of Measure (Type)	Annual Target	Annual Actual	Quarter 1 Target / Actual	Quarter 2 Target / Actual	Quarter 3 Target / Actual	Quarter 4 Target / Actual	Status Achieved	Measures taken to improve performance	Performance Management Comment	Management Comment	Target 2019/2020
TL47	Review of the Disaster Management Plan	A plan to pro-actively identify risks and prevent disasters from happening or mitigate the impact of such disasters if it cannot be avoided The Disaster Management Plan is reviewed annually with the IDPO in partnership with the Eden ¹² District Municipality	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 1	1 / 0	KPI Met	None Required	None Required	None Required	-
TL48	Review of the Integrated Waste Management Plan	Draft Reviewed Integrated Waste Management Plan submitted to the Community Services S80 Committee by 30 June 2018.	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	1
TL49	Review of the Air Quality Management Plan	Draft Reviewed Air Quality Management Plan submitted to the Community Services S80 Committee by 30 June 2019	New Performance Indicator	None Required	Number	1	1	0 / 0	0 / 0	0 / 0	1 / 1	KPI Met	None Required	None Required	None Required	-

Table 37: Strategic Objective Number Six Performance Scorecard

¹² Eden District Municipality renamed Garden Route District Municipality after the approval of the SDBIP

Chapter 4

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

INTRODUCTION TO BASIC SERVICES

The need for basic services has grown gradually within the year of 2018/19 due to the need for housing. The current Wastewater Treatment Works has been upgraded with Civil Works however with the growth in population the Treatment Works may not be able to deal with additional capacity/inflow if more developments were to take off.

T 3.1.0

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

The current status and demand on all supply systems vary in all wards within the Greater Knysna area. There has been an increase in demand due to migration and informal settlements. All households currently receive water which is above the minimum level. The Municipality does not purchase bulk water from another WSA. All Water Treatment Works strives to meet the SANS 241:2015 standards in order to provide water to communities which does not pose a potential health risk defined by SANS 241-1. Water quality is monitored monthly by and Accredited Laboratory and daily internally. In 2018/19 the Municipality was on water restriction of level health risk defined by SANS 241-1. Water quality is monitored monthly by and Accredited Laboratory and daily internally. In 2018/19 the Municipality was on water restriction of level but has the level was lifted to level 1.

Water Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households Year 0
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Water: (above min level)</u>				
Piped water inside dwelling	857	546	655	933
Piped water inside yard (but not in dwelling)	647	865	456	486
Using public tap (within 200m from dwelling)	486	486	465	553
Other water supply (within 200m)				
<i>Minimum Service Level and Above sub-total</i>	1 990	1 898	1 576	1 973
<i>Minimum Service Level and Above Percentage</i>	80%	80%	76%	80%
<u>Water: (below min level)</u>				
Using public tap (more than 200m from dwelling)				
Other water supply (more than 200m from dwelling)	486	486	486	486
No water supply				
<i>Below Minimum Service Level sub-total</i>	486	486	486	486
<i>Below Minimum Service Level Percentage</i>	20%	20%	24%	20%
Total number of households*	2 476	2 384	2 062	2 459
* - To include informal settlements				T 3.1.3

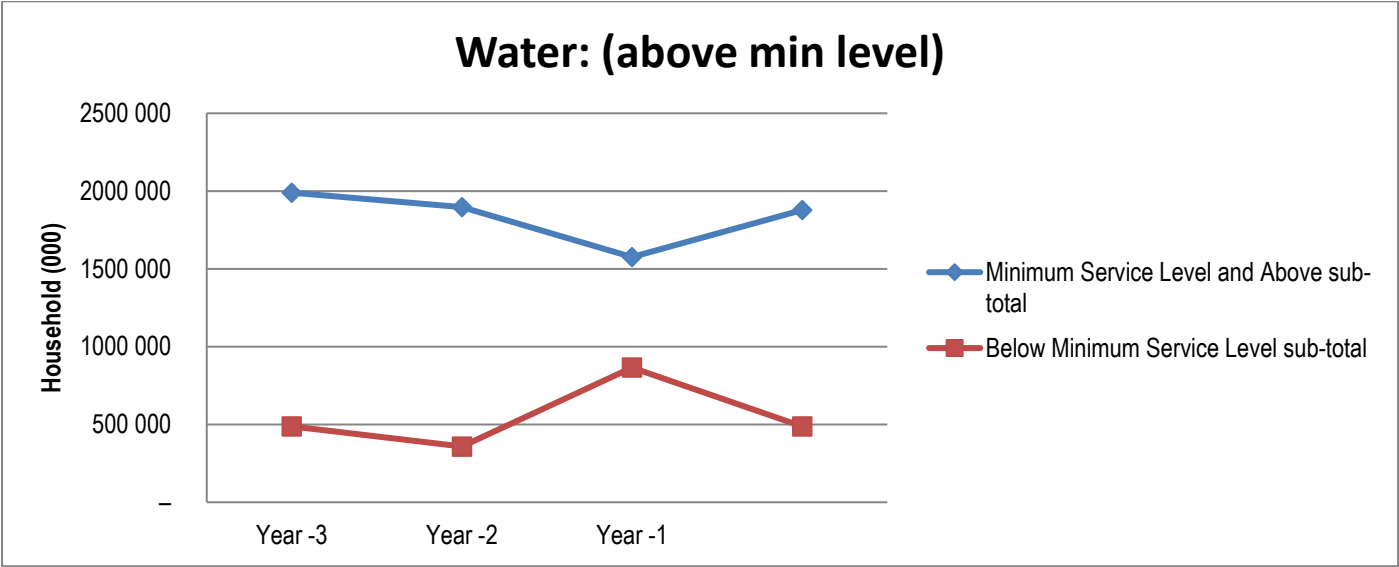
Chapter 3

COMMENT ON WATER USE BY SECTOR:

The trend shows a decline in connections to new dwellings within the Greater Knysna. A total number of 87 new connections were made compared to previous years. Many factors have played a role in the decrease in numbers as circumstances since 2017 has played a major role.

T 3.1.2.2

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
Year -1	50	40	35	150	10
Year 0	50	44	46	3719734	336700
					T 3.1.2



Chapter 3

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

The Department has reached its targets with regard to the IDP. The Municipality has rolled out three major Capital projects in the 2018/19 financial year, namely: Knysna CBD: Replacement and Rehabilitation of existing water networks; Hornlee Water reticulation upgrade and Bulk Water for North and North East. These projects will be phased out over three financial years.

T 3.1.10

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

The catchments and flows draining into the Knysna WWTW obtained from the Knysna Sewer Master Plan for the situation from 2006 up until 2031. Future development and projected flows are in line with the Municipal Town Planners Spatial Development Framework (SDF).

Central and Eastern catchment areas contribute to 74% of the total inflow at Knysna WWTW. It is most likely that risks can occur at these catchment areas. Please refer to the Knysna Sewer Master Plan for more detailed description of the catchment areas. There are 2 sewer works in Knysna catchment. The types of technology used are (activated sludge and SBR). Knysna Activated sludge Plant treats Effluent to irrigation and Knysna SBR treats to special standard.

The Knysna Municipality (KMun) wastewater risk abatement plans provide a practical approach to manage the entire wastewater system from catchment through treatment to the receiving environment and end users in order to provide an effective means of consistently, responsibly and sustainably ensuring the safety of wastewater treatment and its by-products. The wastewater risk abatement plans are implemented through practical risk management based on scientific best practices and supported by appropriate monitoring, management and good communication. This involves and encourages everyone in the wastewater cycle to take responsibility for safe wastewater and public- and environmental health. Knysna Municipality will at all times, when reasonably possible, treat wastewater and its by-products to a safe and acceptable standard. Wastewater final effluent should not contain chemical, microbial or any other substantial amounts of substances that is deleterious to health or the environment. The aim is that wastewater produced will comply for at least 90% of the time with the wastewater quality standards as specified by the Department of Water Affairs and Sanitation for the specific wastewater treatment facility.

T 3.2.1

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

In 2018/19 the Municipality rolled out a project to upgrade the Knysna Wastewater Treatment Works due to the design and operational capacity variances which were experienced, Sedgfield's capacity was increased in the previous financial year. In 2018/19 The Civil Works was completed and in 19/20 the Mechanical and Electrical Work will be implemented on the Sequential Batch Reactor. Operationally all plants are running smoothly and the level of service regarding sanitation has always been above minimum level.

T 3.2.10

Chapter 3

3.10 PLANNING

INTRODUCTION TO PLANNING

The key outcomes in respect of Land Use and the Built Environment functions in Knysna Municipality is to address historical spatial imbalances evidenced in underserved areas, rural areas, informal settlements, state land; to mitigate long term risks of particular spatial development patterns; and to promote rational & predictable land development. The Knysna Municipal Area faces very significant spatial and ecological limits to spatial growth, which, if overstepped will become counter-productive to its very survival and prosperity. Knysna needs to pursue smart growth, seeking synergy between its people, their needs and the environment.

The main activities of the department involves the operational implementation of legislation and policies. This includes the management of land development decisions are made in a manner that is compliant with relevant laws and the address contraventions. In this respect, the Municipality is successfully transitioning to the new land use regime in respect of SPLUMA. The Municipality has also continued to address the prioritisation of fire victim support through the implementation of building plan tariff waivers for fire victims.

The review and amendment process for the Spatial Development Framework (SDF) was concluded with a draft having been approved by Council in March 2019 for publication for public comment. The main Planning Strategies in respect of the draft SDF are to:

- Manage risk, safeguard resilience: The integrity of Knysna's environmental and economic assets must be central to a secure future for all. The intention is to secure a sustainable and resilient base for Knysna to function and prosper.
- Drive inclusivity for economic and social well-being: Access to opportunity for all.

The development of the Knysna Municipal Zoning Scheme is underway. A Zoning Scheme Bylaw has been developed and adopted. This forms the basis of the

The change in legislative regime on the human resource capacity for both the land use planning sections has placed a strain on the department's ability to meet the timeframe demands.

T 3.10.1

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

There are no capital projects prioritized for Planning & Development and, therefore, no budgeted expenditure.

T 3.10.7

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

Knysna Local Municipality's Economic Development Department's functional mandate is as follows:

"To manage and coordinate the economic development function and strategy as mandated by the Constitution in order to create an enabling environment to ensure the local economy and local businesses can thrive, thus creating job opportunities and growing the local economy."

The key deliverable for the reporting period was the development of Knysna Municipality's Economic Development Strategy to assess the existing resources, infrastructure and skills within the greater Knysna Municipal area and develop implementation strategies based on the outcomes of the assessment. The strategy focuses on identifying mechanisms to enhance the greater Knysna municipal area's competitive environment thereby ensuring that the Knysna Local Municipality can efficiently and effectively facilitate the creation of an appropriate enabling environment, conducive to economic development and investment.

Chapter 3

Business Support & Development: The main outputs for SMME development was through a SMME incubator programme and a minimum of three SMME training and capacity building sessions throughout the municipal areas as well as management of informal trade permitting. This service is primary focused on assisting poor communities to access entrepreneurial opportunities.

Trade & Investment Promotion: This service involves a comprehensive suite of services such as individual business retention and expansion services, exporter development and promotion, industry cluster support, marketing and promotion of the municipal area to domestic and foreign investors.

Tourism Coordination: The key outputs for this service was the finalisation of the Greater Knysna Tourism Destination Plan and the overseeing of tourism destination marketing, visitor information services and tourism development activities through the Service Level Agreement with WESGRO.

Expanded Public Works Programme: The department administered the grant for the EPWP programme and performed a coordination role of this initiative between all departments that have EPWP labour components on capital and operational projects.

T 3.11.1

COMMENT ON LOCAL JOB OPPORTUNITIES:

The Knysna economy is estimated to have contracted by 0.2 per cent in 2017/2018. The devastating fires that erupted in June 2017 in the Sedgefield, Knysna and Karatara areas led to a significant loss of infrastructure and commercial forestry plantations (Frost, et al., 2018), and therefore also had a negative impact on the growth prospects for the local municipalities affected by the fires. Knysna has over 1200 registered businesses.

The main sectors in the Knysna municipal economy in 2016 include the finance, insurance, real estate and business services sector (24.8 per cent) and the wholesale and retail trade, catering and accommodation sector (18.6 per cent). The Knysna municipal economy is highly dependent on the local tourism industry. The activities in this sector are not listed in a particular sector, as the activities of tourists are captured in a multitude of sectors such as the wholesale and retail trade, catering and accommodation sector community and personal services sector and the transport, storage and communication sector.

Even with the economy contracting by an estimated 0.2 per cent in 2017, the Knysna municipal area economy had a net growth in employment in 498 jobs, mainly due to employment increases in the community, social and personal services sector (214 jobs) and the wholesale and retail trade, catering and accommodation sector (296 jobs). These two sectors have contributed the most to employment creation over the last five years. Despite challenging national economic factors, short, medium and long term economic growth prospects exist in the catering and accommodation services, wholesale and retail trade, construction and manufacturing sectors.

The tourism industry in South African saw a decline in the year under review and this also impacted the local tourism industry.

Knysna Municipality offers four main market places to informal traders and many other seasonal and smaller informal trade areas. This caters for the informal economy to exist alongside formal businesses. An average of 35 traders were given the opportunity to trade during season and there are roughly 150 informal trade sites available to street traders. The permitting is done on an ongoing basis and administered by the economic development department.

T 3.11.4

Chapter 3

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

There are no capital projects prioritized for Economic Development in the Directorate: Planning & Development and, therefore, no budgeted expenditure.

T 3.11.11

COMPONENT E: ENVIRONMENTAL PROTECTION

INTRODUCTION TO ENVIRONMENTAL PROTECTION

This function involves activities that promote the protection of and facilitate the functionality of environmental services and systems & natural assets, so that the natural environment of Knysna is one that sustains life, promotes equality and uses innovative solutions for complex environmental challenges while encouraging the involvement and participation of communities.

T 3.14

3.15 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

The top service delivery priority for the Environmental Management Department to manage pollution control are the analyses of contributing factors regarding chronic pollution of the estuary from the Waste Water Treatment Works and the Bongani stream. As a result of this, the department analyses test samples in estuary catchments and oversees a river clean-up EPWP programme and participates in various forums to address the main causes of environmental pollution and, in particular, estuarine pollution.

The department also works in conjunction with the Community Services and Infrastructure Services Directorates who also have pollution control interventions.

T 3.15.1

COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

There are no capital projects prioritized for Pollution Control within the Directorate: Planning & Development and, therefore, no budgeted expenditure.

T 3.15.7

Chapter 3

3.2 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

Biodiversity and Landscape involves the protection of biodiversity through landscape level interventions, to promote a safe & healthy environment. The intent is to allow natural systems to function as naturally as possible, to restore their functionality where needed and to apply the precautionary principle to any proposed development in or adjacent to these areas. After the devastating fires of June 2017 the department continued to assist private landowners to recover from the impacts of erosion through the supply of erosion control materials including geotextiles and fibre logs for installation on steep, erodible slopes and in the control of invasive alien plants through the supply of selective herbicides for the dominant invasive species.

The department sought to promote job creation and entrepreneurial participation in the implementation of its programmes through the following programmes:

- Appointment of external contractors to clear municipal owned properties;
- Training of 40 Knysna residents in invasive plant control and wildfire suppression;
- Recruitment of 10 skilled workers to lead the municipality's invasive plant control programme;

The department also implements the Blue Flag beach programme in Brenton on Sea and Buffalo Bay.

T 3.16.1

COMMENT ON THE PERFORMANCE OF BIO-DIVERSITY; LANDSCAPE AND OTHER OVERALL:

There are no capital projects prioritized for Biodiversity and Landscape Issues in the Directorate: Planning & Development and, therefore, no budgeted expenditure.

T 3.16.7

Chapter 3

3.3 POLICE

INTRODUCTION TO TRAFFIC DEPARTMENT POLICE

Provide brief introductory comments. Set out your top 3, (1. Speed Management; 2. Roadworthiness of vehicles; 3. Moving violations) service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.20.1

Traffic Department Police Service Data

	Details	2017/18	2018/19		2019/20
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Number of road traffic accidents during the year	1 560	1 412	1 412	1 500
2	Number of by-law infringements attended				
3	Number of police officers in the field on an average day				
4	Number of police officers on duty on an average day				

T 3.20.2

3.4 FIRE

Metropolitan Fire Service Data

	Details	Year -1	Year 0		Year 1
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Total fires attended in the year	482		471	
2	Total of other incidents attended in the year	605		615	
3	Average turnout time - urban areas	10 Min		10 Min	
4	Average turnout time - rural areas	10 Min		10 Min	
5	Fire fighters in post at year end	31		31	
6	Total fire appliances at year end	10		10	
7	Average number of appliance off the road during the year	1		2	

T 3.21.2

Chapter 3

3.5 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Municipality has identified ICT as an enabler to the delivery of the IDP delivering on its mandate. In 2015 the Department of Co-operative Governance issued a circular guiding municipalities on the adoption of a Municipal Corporative Governance of ICT Framework, which the municipality has subsequently adopted. Through the adoption of this governance framework, the municipality has further established an ICT steering committee and the adopted policies as mandated by COGTA as formally accepted policies and associated frameworks. The following frameworks, strategy, charter and policies were reviewed and adopted during the course of the year:

- Knysna Municipality ICT Strategy 2019
- Acceptable Usage Policy
- Knysna Municipality ICT Governance Framework 2019
- Knysna Municipality ICT Steering Committee Charter 2019
- ICT Disaster Recovery Policy
- ICT Operating System Security Controls Policy
- ICT User Access Management Policy
- IT Data Backup and Recovery Policy
- IT Security Controls Policy
- IT Service Level Agreement Management Policy - External Service Providers
- IT Service Level Agreement Management Policy - IT and Municipality

The Knysna Municipality ICT Strategy 2019 in the list above contains the following departmental objectives for implementation during the period 2019 – 2020:

1. Refresh end-user computing devices
2. Implement CGICT Policies
3. Upgrade WAN
4. Procure DataCentre Server
5. Procure and implement Firewall and Connectivity
6. Develop and implement IT DR plan and capabilities
7. Support and enhance Public Engagement App (WCG)
8. Develop and implement a GIS Strategy and Policy
9. Develop O365 capabilities

The current status of each of the departmental objectives is detailed in the sections below.

3.5.1 REFRESH END-USER COMPUTING DEVICES

The objective of this initiative is to ensure that all ICT users have access to an end user computing device (tool of trade) that is appropriate for their job role. The expected lifespan of end user computing devices is 3 – 5 years. Some users currently have devices that are 5 – 7 years old and even newer devices are not of a similar specification. An end user device minimum standard for desktops and laptops has been developed and is being implemented. It is envisaged that all ICT users will have a device that is less than 3 years old and that meets the minimum standard at the end of next year..

Due to the increasing need for users to be able to work remotely or “on the go” laptops will be the end user device that is procured for all users with the exception of users such as cashiers that do not require mobility for their job role.

During the past year, 40 laptops and 15 desktops were procure in support of achieving this objective.

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3.5.2 IMPLEMENT CGICT POLICIES

The implementation of the CGICT policies has a number of technical implications as well as an impact on the ICT departments standard operating processes. The CGICT processes are based on the ISO 27001 framework controls and are intended for the municipality to implement best practices. As per the ISO 27001 framework, the implementation of the controls is a continual improvement process and the ICT department has continued to work on improving existing controls.

Some of the solutions implemented during the year in support of achieving this objective include:

- AD Audit+
 - Used for Active Directory auditing and reporting
- PRTG Monitor
 - Used for monitoring core systems and WAN connections
- Tenable Nessus
 - Used for performing weekly credentialed and credentialed vulnerability scans
- LAN Sweeper
 - Used for identifying all ICT equipment (assets) connected to the network and has a number of built in advanced management tools

3.5.3 UPGRADE WAN

Connectivity to remote offices and locations (approximately 50) is key for enabling service delivery. The municipality operates and manages a WAN that connects all remote offices using open spectrum wireless equipment. This equipment is prone to interference from other service providers and is also subject to the elements (corrosion, wind, power surges, lightning etc.). New models with better capabilities and tolerances are continuously becoming available and it is key to ensure that the network is regularly upgraded to offer the best service to our users. The capacity of network links has approximately been doubled over the past 2 years. At present, the lowest capacity links are 54Mbps, the average capacity of links is 100Mbps whilst offices with the newest equipment that was installed during the course of the year are enjoying links with capacities of up to 500Mbps. This initiative intends to have all offices upgraded to at least 100Mbps, the replacement of aging equipment for offices that already have 100Mbps equipment and further upgrades to 500Mbps to offices where it is feasible.

3.5.4 PROCURE DATACENTRE SERVER

A new server was procured and installed during the year to replace existing infrastructure. The existing infrastructure will be utilised in the implementation of the new IT DR capabilities.

3.5.6 PROCURE AND IMPLEMENT FIREWALL AND CONNECTIVITY

In October 2018 the Municipality was connected to the WCG Broadband Project via a 100Mbps Fibre Line. This new line has greatly improved the available bandwidth and improved stability of the Municipality's Internet facing services.

3.5.7 DEVELOP AND IMPLEMENT IT DR PLAN AND CAPABILITIES

During the course of the year, Council approved and adopted the following:

- ICT Disaster Recovery Policy
- Knysna Municipality ICT DR Architecture 2019
- Knysna Municipality ICT DR Plan 2019
- Knysna Municipality ICT DR Test Plan 2019
- Knysna Municipality IT DR Business Impact & Risk Analysis 2019

With the procurement of the new datacentre server and allocation budget for the 2019/20 year, this objective is well positioned to be completed as planned.

3.5.8 SUPPORT AND ENHANCE PUBLIC ENGAGEMENT APP (WCG)

Chapter 3

Knysna Municipality has successfully implemented the Knysna App over the last 3 years and is one of the leading municipalities in providing a digital channel to connect and communicate with our citizens.

3.5.9 DEVELOP AND IMPLEMENT A GIS STRATEGY AND POLICY

GIS is an underutilised resource that could add significant value to the municipality if used more effectively. The implementation of the new organisation structure will result in the creation of a number of GIS posts. In order to ensure that this GIS capacity is fully utilised, it is key that an effective GIS strategy and policy to govern GIS activities be implemented. Draft versions of the GIS strategy and policy were developed during the course of the year.

3.5.10 DEVELOP O365 CAPABILITIES

With the WCG Broadband initiative solution, Knysna Municipality now has sufficient bandwidth to begin to implement some of the Microsoft O365 solutions.

Chapter 4

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	Year 3		
		Target	Actual	Target		Actual	Target		
		*Previous Year	(iv)	*Previous Year	*Current Year	(vii)	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)		(v)	(vi)		(viii)	(ix)	(x)
Service Objective xxx									
Provision of weekly collection service per household (HH)	Proportionate reduction in average weekly collection failures year on year (average number of collection failures each week)	0 weekly collection failures	0% reduction from year -1 (xxx weekly collection failures)	0% reduction from year -1 (xxx weekly collection failures)	0% reduction from year -1 (xxx weekly collection failures)	0% reduction from year -1 (xxx weekly collection failures)	0% reduction from year -1 (xxx weekly collection failures)	0% reduction from year -1 (xxx weekly collection failures)	0% reduction from year -1 (xxx weekly collection failures)
Future capacity of existing and earmarked (approved use and in council possession) waste disposal sites	The amount of spare capacity available in terms of the number of years capacity available at the current rate of landfill usage	T0 years of unused landfill capacity available	A0 years of unused landfill capacity available	T1 years of unused landfill capacity available	T1 years of unused landfill capacity available	A1 years of unused landfill capacity available	T2 years of unused landfill capacity available	T5 years of unused landfill capacity available	T5 years of unused landfill capacity available
Proportion of waste that is recycled	Volumes of waste recycled as a percentage of total volume of waste disposed of at landfill sites.	10% of year 0 waste recycled	6% of year 0 waste recycled	10% of year 0 waste recycled	0% of year 0 waste recycled	10% of year 0 waste recycled	5% of year 0 waste recycled	10% of year 0 waste recycled	6% of year 0 waste recycled
Proportion of landfill sites in compliance with the Environmental Conservation Act 1989.	x% of landfill sites by volume that are being managed in compliance with the Environmental Conservation Act 1989.	T0% of sites compliant	A0% of sites compliant	T1% of sites compliant	T1% of sites compliant	A1% of sites compliant	T2% of sites compliant	of sites compliant	T5% of sites compliant
Notes									
* Refuse Collection are done as per collection schedule, only challenge are when technical issues with the trucks, but collection will always be collected even if it's the day after.									
* Knysna Municipality Make use of Petro SA Landfill Site in Mosselbay, and therefore can not commit on capacity landfill space available.									
* Within the next year, Garden Route District will open the Regional Landfill, that services the whole of the Garden route Region									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									

T 3.4.4

Chapter 4

COUNCIL STRATEGIC		FOCUS AREA	ACTIVITY / ACHIEVEMENT
1	To ensure the provision of bulk infrastructure and basic service through the upgrading and replacement of ageing infrastructure, and the expansion of new infrastructure.	Sanitation	Funded by the Municipal Infrastructure Grant (MIG), with additional funding from the municipality, Sedgefield's Wastewater Treatment Works has undergone a R19.5 million upgrade. Municipality recently started a R1.9 million upgrade of the Knysna CBD sewer reticulation system. It includes the construction of a new pump station, 26 metres deep caisson, laying of 350 metres sewer pipeline.
		Electricity	
		Streets and Storm Water	RRAMS Phase 2 underway yet still grossly underfunded.
		Waste Management	Expanded fleet by acquiring a R2 million refuse truck. This function had previously been outsourced at a cost which has now been significantly cut.
		Water Supply	Upgraded the water network at the Heads. The project cost was rolled out in two phases at a total cost of almost R4 million.
		Housing	Handed over 11 title deeds to a number of residents of Karatara. The municipality was announced as Second Runner Up in the category Best Upgrading of Informal Settlements Programme for its Witlokasie Project. Construction of 75 houses in Bloemfontein, 43 in Qolweni, 72 in Ethembeni, 11 in Flenters, 52 in Hlalani, and handed over 40 houses in Happy Valley. Provision of 200 serviced sites in Dam se Bos and Oupad. Provision of 150 slabs in Oupad, Dam se Bos, Concordia. Construction of 194 houses in Oupad, Dam se Bos, Concordia, and Nekkie. Provision of 304 slabs in Oupad, Dam se Bos, Nekkie, and Concordia.
2	To promote a safe and healthy environment through	Environmental Conservation	Buffels Bay and Brenton-on-Sea beaches once again received Blue Flag status (Nov 2018).
		Disaster Management	Expanded Fire Services fleet with a brand new fire engine valued at R3.6 million.
3	To create an enabling environment for social development and economic growth.	Decent employment opportunities and job creation	Accolade for excellence for exceeding its EPWP targets. Knysna Municipality's target was set at 324, but succeeded to create a total number of almost 500 work opportunities. Service level agreement (SLA) between the Knysna Municipality & Wesgro. Wesgro will be responsible for the delivery of tourism promotion services only on behalf of Knysna Municipality.
		Rural development	
		Youth development	Department of Cultural Affairs and Sport in partnership with the Knysna Municipality hosted a song writing competition in Rheenendal and Sedgefield on 16 November and 17 November respectively. In partnership with the Cape Access Centre, its first 20 students graduated having completed their Basic Computer Literacy Course as well as the International Computer Driving Licence (ICDL) course. Mayoral Bursary study fund - 84 applicants received financial assistance. Youth Advisor represented Municipality at the Young African Leaders Initiative (YALI).
		Care for the elderly	Social development section engage on a regular basis with the Older Person Forum (they include most of the Service Centre Clubs, Masakhane Service centre, Itemba Service Centre, Masibonisane and the Golden Movement. Rheenendal and Smutsville are part of Vermont Old Age Home). The Local Golden Games were on the 19th of June 2019. The Older Person Forum in conjunction with Department of Sport and Cultural Affairs hosted a District Golden Games in Oudtshoorn on 15th August 2019. A total of 60 elderly from the Knysna area attended this event.
		Opportunities for women and people living with disability	International Disability Day/Entrepreneurial (Women in Business) was celebrated at Van Riebeeck Stadium (Mossel Bay) in conjunction with Mossel Bay Municipality. This section recruited 30 disabled people from Epilepsy and Association for Physically Disabled (APD) in Hornlee to attend this event. APD won the first prize for informal entrepreneurial exhibition.
		HIV/Aids awareness	The campaign started on the 1 December 2018 (World AIDS Day). An Excursion trip for all chronic patients, parents and facilitators was arranged to Buffalo Bay Beach. All 80 family members enjoyed this day. On 3 December 2018 World Aids Day Awareness program
		Culture & Sport	
4	To grow the revenue base of the municipality.	Sound financial planning	Data Cleansing - The objective of this project is to clean the Municipality's customer data with the aim of improving the reliability of the revenue data which will ultimately result in the enhanced revenue for the municipality. Debt Collection - Knysna Municipality appointed three qualified and registered law firms, to provide both pre-legal (soft) and legal (hard) debt collection services, in order to assist Knysna Municipality with collecting revenue on overdue accounts, for a three-year period ending 30 June 2021, Water and sewerage tariffs charged in 2017/18 failed to cover the costs associated with delivering the service, and Council resolved to adapt these to cover expenses with regards to these services.
5	To structure and manage the municipal administration to ensure efficient service delivery.	Institutional capacity building	Council approved its Organisational Structure which will add to better efficiency within the municipality. IT Manager, receives the Tichaona Zororo Excellence Award during the ISACA South Africa Chapter 2018 Annual Conference. Municipality ran a variety of programmes to improve skills and understanding of internal staff and business owners. Presented Supply Chain Training for staff. The municipality's administration complement has gained the expertise of three new directors.
6	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.	Ward Committees System	Successfully conducted a workshop on the Provincial Legislation Review.
		Communication	Mobile App new developments - governance & anti fraud & corruption portal, economic development, business listing.
		Responsive and accountable system of local government	

Chapter 4

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	2018/2019				
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
ARCHIVES	4			2	
BUDGET OFFICE	20			10	
CEMETERY	8			1	
COMMITTEE SERVICES Count	3			1	
CORPORATE ADMINISTRATION	7			1	
COUNCIL'S GENERAL	2			1	
DIRECTOR CORPORATE SERVICES	1			1	
DIRECTOR: COMMUNITY SERVICES	6				
DIRECTOR: FINANCIAL SERVICES	3			0	
DIRECTOR: PLANNING & DEVELOPME	5			2	
DIRECTOR: TECHNICAL SERVICES	19			3	
DISASTER & SOCIAL MNGT	1			0	
ECONOMIC DEVELOPMENT	4			3	
ELECTRICITY ADMINISTRATION	4			1	
ELECTRICITY DISTRIBUTION	24			12	
ENVIRONMENTAL MANAGEMENT	2			1	
FIRE BRIGADE	31			5	
HALLS	7			0	
HOUSING ADMINISTRATION	11			4	
HUMAN RESOURCES	9			0	
INCOME & CUSTOMER CARE	29			7	
INFORMATION TECHNOLOGY	9			2	
LEGAL SERVICES	3			0	
LIBRARIES	33			3	
MANAGER EXPENDITURE	8			0	
METER READERS	11			1	
MUNICIPAL MANAGER	5			2	
MUSEUMS	1			1	
PARKS ADMINISTRATION	42			5	
PAYROLL MANAGEMENT	4			0	
PERFORMANCE, RISK & I/AUDIT	4			0	
PROCUREMENT	9			1	
PUBLIC PARTICIPATION	7			0	
TOILETS	7			0	
PUBLIC WORKS BUILDINGS	20			6	

Chapter 4

PUBLIC WORKS STORM WATER	6			9	
PUBLIC WORKS STREETS	61			11	
PUBLIC WORKS WORKSHOP	5			2	
REFUSE REMOVAL SERVICE	54			6	
SAFETY LAW ENFORCEMENT	17			2	
SANITATION	5			0	
SEWERAGE PURIFICATION	28			2	
SPORTSFIELDS	3			0	
STORES & MATERIAL MANAGEMENT	6			0	
STREET CLEANING	30			0	
TOWN PLANNING & BLDG CONTROL	11			6	
TRAFFIC	18			2	
TRANSFER STATION	3			0	
VEH LICENSING & TESTING	10			2	
WATER PURIFICATION	29			2	
WATER RETICULATION	35			5	

Chapter 4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 POLICIES

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Acting Allowance and Additional Responsibility Policy		30-May-19	During 2017
2	Bursary Policy		30-May-19	29-Oct-15
3	Disciplinary Procedure Collective Agreement			SALGBC 2018 - 2023
4	Employee Assistance			25-Nov-05
5	Education, Training and Development		.2018	During 2013
6	Employment Equity		.2005	21-Jan-05
7	First Aid		.2013	.2013
8	Grievance Procedures			SALGBC Main Collective Agreement 2015 - 2020
9	HIV / AIDS			25-Jan-05
10	Housing Allowance		.2016	29-Mar-07
11	Injury on Duty		.2013	.2013
12	Internship Policy		30-May-19	28-Sep-06
13	Ill Health Policy		.2004	.2004
14	Job Evaluation Policy			30-May-19
15	Leave Policy		29-Oct-15	.2015
16	Mobile Communication Services Policy		30-May-19	5-May-10
17	Nepotism			1-Feb-01
18	Occupational Health and Safety		.2013	.2013
19	Information Technology		30-May-19	
20	Overtime & Standby Policy		30-May-19	28-Sep-14
21	Placement Policy			30-May-19
22	Private Work		.2012	.2012

Chapter 4

23	Recruitment & Selection		30-May-19	29-Jul-04
24	Scarce Skills and Retention Policy		30-May-19	
25	Sexual Harassment			25-Jan-05
26	Smoke Policy			31-May-01
27	Special Leave for Senior Managers			.2014
28	Subsistence and Travel Policy		30-May-19	28-Sep-06
29	Substance Abuse			25-Jan-05
30	Traveling Allowance Scheme Policy		30-May-19	28-Sep-06
31	Other:			
<i>Use name of local policies if different from above and at any other HR policies not listed.</i>				

T 4.2.1

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
General Assistant: Parks	Private Work	17-Jan-19	10-day suspension spread over 3 months ito DPCA	02-Apr-19
General Assistant: Parks	Private Work	17-Jan-19	10-day suspension spread over 3 months ito DPCA	09-Apr-19
General Assistant: Parks	Private Work	17-Jan-19	10-day suspension spread over 3 months ito DPCA	16-Apr-19
Supervisor: Cleansing	Gross Dishonesty	16-Jul-19	10-day suspension spread over 3 months ito DPCA	04-Oct-19
General Worker: Cleansing	Gross Dishonesty	16-Jul-19	10-day suspension spread over 3 months ito DPCA	04-Oct-19
General Worker: Cleansing	Gross Dishonesty	16-Jul-19	10-day suspension spread over 3 months ito DPCA	04-Oct-19
General Worker: Cleansing	Gross Dishonesty	16-Jul-19	10-day suspension spread over 3 months ito DPCA	04-Oct-19

T 4.3.5

Chapter 4

(PERFORMANCE REPORT PART II) CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

T 5.0.1

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

Note: Statements of Revenue Collection Performance by vote and by source are included at Appendix K.

3 = sum of column 1 and 2

2 represents movements in original budget to get to final adjustment budget (including shifting of funds)

Virements must offset each other so that virements in Total Expenditure equals zero

6 = sum of column 3, 4 and 5

8 does not necessarily equal the difference between 9 and 8 because overspending is not the only reason for unauthorised expenditure

9 = 7 - 6

10 = (7/6)*100

11 = (9/1)*100

14 = 13 - 12

15 in revenue equals Audited Outcome plus funds actually recovered

15 in expenditure equals Audited Outcome less funds actually recovered

15 in Cash Flow equals Audited Outcome plus funds recovered

References

Page 6 of financial statements

Page 72 of financial statements

Page 110 of financial statements

Page 111 of financial statements

Page 8 of financial statements

Grants

Materials and bulk purchases

Capex

Cash flow/pality.

T 5.1.0

Chapter 5

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Reconciliation of Table A1 Budget Summary										
Description R'000	2018/19									2017/18
	Original Budget	Budget Adjustments (i.t.o. s28 and	Final adjustments budget	Shift ing of	Vire ment (i.t.o.	Final Budget	Actual Outcome	Actual Outcome as % of Final	Actual Outcome as % of	Restated Audited Outcome
	1	2	3	4	5	6	7	10	11	15
Financial Performance										
Property rates	215 403	300	215 703			215 703	215 549	100%	100%	203 443
Service charges	386 212	8 600	394 812			394 812	366 946	93%	95%	335 109
Investment revenue	23 834		23 834			23 834	21 281	89%	89%	10 302
Transfers recognised - operational	153 822	18 205	172 028			172 028	137 294	80%	89%	170 936
Other own revenue	135 278	(700)	134 578			134 578	144 402	107%	107%	124 199
transfers and contributions)	914 549	26 405	940 954			940 954	885 471	94%	97%	843 988
Employee costs	254 199	(3 090)	251 109			251 109	236 178	94%	93%	226 731
Remuneration of councillors	8 653	699	9 351			9 351	8 570	92%	99%	8 469
Debt impairment	108 875	(24 000)	84 875			84 875	117 797	139%	108%	109 995
Depreciation & asset impairment	31 511	715	32 226			32 226	32 865	102%	104%	29 534
Finance charges	14 395	(218)	14 178			14 178	26 092	184%	181%	25 557
Materials and bulk purchases	227 444	(15 786)	211 658			211 658	212 643	100%	93%	204 254
Transfers and grants	3 150	544	3 694			3 694	4 151	112%	132%	4 723
Contracted services	172 445	47 695	220 140			220 140	177 701	81%	103%	123 059
Other expenditure	57 594	34 999	92 593			92 593	68 297	74%	119%	50 976
Total Expenditure	878 266	41 559	919 824			919 824	884 294	96%	101%	783 296
Surplus/(Deficit)	36 284	(15 154)	21 130			21 130	1 177	6%	3%	
Transfers recognised - capital	53 360	20 593	73 953			73 953	49 857	67%	93%	60 692
Contributions recognised - capital &	-		-			-				
transfers & contributions	89 643	5 440	95 083			95 083	51 034	54%	57%	70 957
Share of surplus/ (deficit) of associate			-			-	-	-	-	-
Surplus/(Deficit) for the year	89 643	5 440	95 083			95 083	51 034	54%	57%	70 957
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - capital	53 416	24 537	77 953			77 953	52 580	67%	98%	59 324
Public contributions & donations	-	-	-			-	1 160			1 334
Borrowing	52 196	21 112	73 308			73 308	49 950	68%	96%	22 701
Internally generated funds	45 130	16 132	61 262			61 262	45 977	75%	102%	46 308
Total sources of capital funds	150 742	61 781	212 523			212 523	149 667	70%	99%	129 667
Cash flows										
Net cash from (used) operating	117 400	5 804	111 597			111 597	100 672	90%	86%	88 825
Net cash from (used) investing	(146 687)	(61 292)	(207 979)			(207 979)	150 609	-72%	-103%	128 133
Net cash from (used) financing	34 229	23 372	57 601			57 601	41 769	73%	122%	10 972
Cash/cash equivalents at the year end	72 169	(31 073)	41 096			41 096	71 709	174%	99%	79 877

T 5.1.1

Chapter 5

Financial Performance of Operational Services						
R'000						
Description	2017/18	2018/19			2018/19 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Operating Cost						
Water	83 045	55 248	57 046	72 316	131%	127%
Waste Water Management	47 081	54 693	52 874	51 215	94%	97%
Electricity (Energy Sources)	175 010	215 027	211 017	209 764	98%	99%
Waste Management	46 108	49 867	50 225	33 746	68%	67%
Housing	39 465	68 612	76 879	55 115	80%	72%
Component A: sub-total	390 709	443 447	448 041	422 156	95%	94%
Roads and Transport	143 785	153 054	157 283	54 507	36%	35%
Component B: sub-total	143 785	153 054	157 283	54 507	36%	35%
Planning and Development	27 796	29 149	30 497	18 606	64%	61%
Component B: sub-total	27 796	29 149	30 497	18 606	64%	61%
Planning (Strategic & Regulatory)						
Local Economic Development						
Component C: sub-total	-	-	-	-		
Community & Social Services	23 010	28 166	29 774	25 703	91%	86%
Environmental Protection	3 735	6 505	6 881	4 405	68%	64%
Health	47	4 835	5 455	5 581	115%	102%
Security and Safety (Public Safety)	31 501	25 971	35 692	157 251	605%	441%
Sport and Recreation	15 073	17 982	18 372	17 166	95%	93%
Corporate Policy Offices and Other (Governance and administration)	140 617	169 155	187 829	178 525	106%	95%
Component D: sub-total	213 983	252 614	284 003	388 631	154%	137%
Total Expenditure	776 273	878 266	919 824	883 900	101%	96%
In this table operational income is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						T 5.1.2

Chapter 5

5.2 GRANTS

Grant Performance						
R'000						
Description	2017/2018	2018/19		Year 0 Variance		
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:	111 080	130 706	130 706	117 474	90%	90%
Equitable share	70 835	78 375	78 375	78 338	100%	100%
Municipal Systems Improvement	–	–	–	–	–	–
Department of Water Affairs	–	–	–	–	–	–
Levy replacement	–	–	–	–	–	–
MIG, FMG, NDPG, INEP, EPWP, EEDSMG	40 245	52 331	52 331	39 136	75%	75%
Provincial Government:	59 856	76 276	104 044	69 676	91%	67%
Health subsidy	–	–	–	–	–	–
Housing	44 667	65 074	74 722	50 618	78%	68%
Ambulance subsidy	–	–	–	–	–	–
Sports and Recreation	–	–	–	–	–	–
Provincial Government Other	15 189	11 202	29 322	19 058	170%	65%
District Municipality:	–	–	30	–	–	0%
GRDM - Women's Day + Molosi Funeral	–	–	30	–	–	0%
Other grant providers:	–	200	200	–	0%	0%
Non-Profit Institutions - Unspecified	–	200	200	–	0%	0%
Total Operating Transfers and Grants	170 936	207 182	234 980	187 150	90%	80%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Full list of provincial and national grants available from published gazettes.						T 5.2.1

5.3 ASSET MANAGEMENT

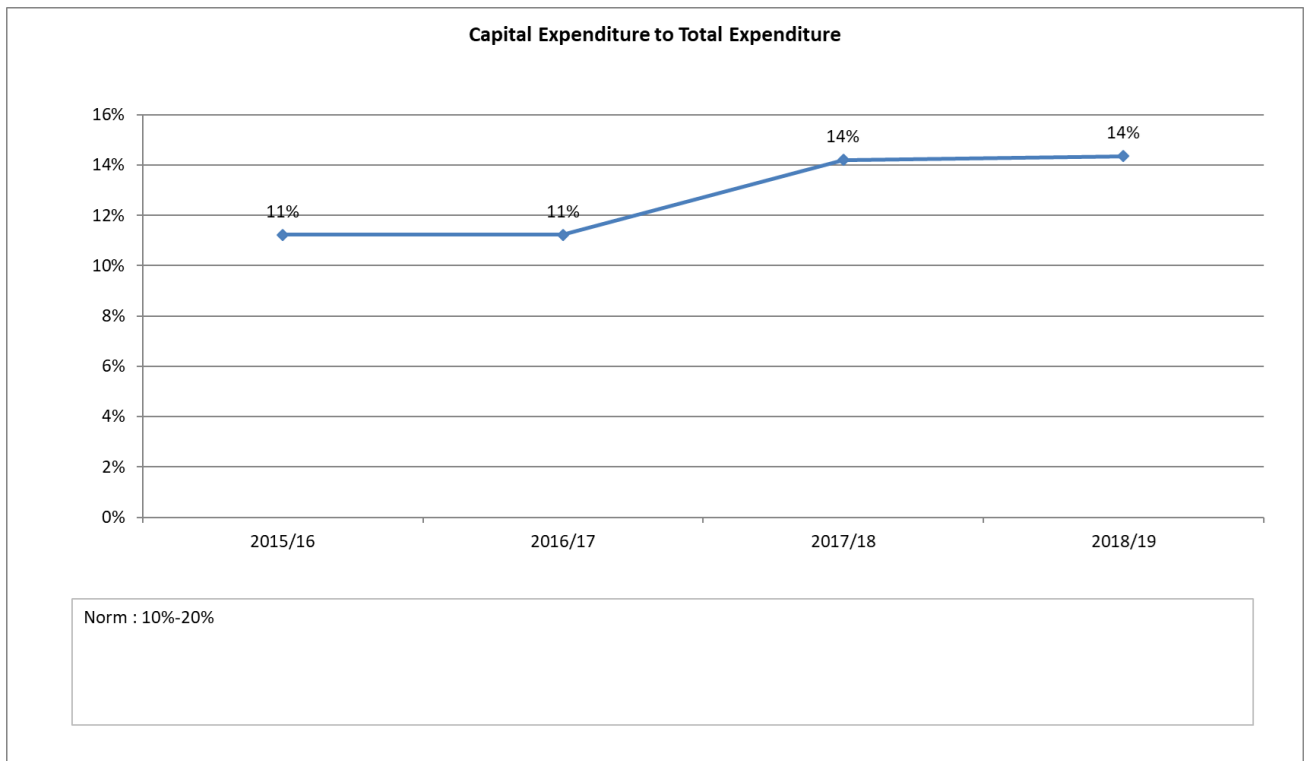
Repair and Maintenance Expenditure: Year 0				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	60 102	69 337	62 060	90%
T 5.3.4				

Chapter 5

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 2018/2019				
Asset 1				
Name	Upgrade Charlesford pumping scheme			
Description	Pumping equipment - plant and pipeworks			
Asset Type	Water supply infrastructure			
Key Staff Involved	Technical Services, Engineers and Contractors			
Staff Responsibilities	Planning, implementation, contract management, asset management, project management			
Asset Value	2015/2016	2016/2017	2017/2018	2018/2019
	2,972,241	13,799,254	22,029,000	11,805,068
Capital Implications	This is a multi-year project			
Future Purpose of Asset	Provision of adequate water infrastructure with increased capacity handling			
Describe Key Issues	The Charlesford raw water scheme, consisting of the upgrading of two pump stations and the construction of 400mm diameter pipe parallel to the 315mm diameter pipe installed in 1985. Key risks identified were working on a steep slope; access to the site which is on private property and existing pump station needs to remain operational while construction is continuing.			
Policies in Place to Manage Asset	Asset Management Policy, SCM Policy			
Asset 2				
Name	Water meter devices			
Description	Metering equipment - prepaid water meters for house holds			
Asset Type	Water metering infrastructure			
Key Staff Involved	Technical Services, Engineers and Contractors			
Staff Responsibilities	Planning, implementation, contract management, asset management, project management			
Asset Value	2015/2016	2016/2017	2017/2018	2018/2019
				22,409,817
Capital Implications	This is a multi-year project			
Future Purpose of Asset	Cost effective solution to sustainable water management			
Describe Key Issues	Consumers can track usage and decrease high bills due to leakages and incorrect monitoring. The amount of water used can be controlled and water wastage can be monitored.			
Policies in Place to Manage Asset	Asset Management Policy, SCM Policy			
Asset 3				
Name	Upgrade Knysna Waste Water Treatment Works			
Description	Plant and equipment			
Asset Type	Sewerage Works Infrastructure			
Key Staff Involved	Technical Services, Engineers and Contractors			
Staff Responsibilities	Planning, implementation, contract management, asset management, project management			
Asset Value	2015/2016	2016/2017	2017/2018	2018/2019
	734,194	3,854,647	2,829,369	9,802,093
Capital Implications	This is a multi-year project			
Future Purpose of Asset	The provision of adequate sewerage infrastructure with increased capacity handling			
Describe Key Issues	Site clearance and earthworks; modification of existing trickling filters and bio-reactor; clarifier; sludge recycling pump station and interconnecting pipework. The existing wastewater treatment works in Knysna consists of an activated sludge system. The system serves the town by means of a sewer reticulation system. Vacuum tankers also empty conservancy tanks, and discharge their contents at the wastewater treatment works. An existing Sequential Batch Reactor (SBR) on site treats wastewater from the high lying residential areas to irrigation standards that is utilised to irrigate the Pezula Golf Course.			
Knysna Municipality	The Knysna Municipality, intends to upgrade the existing SBR by converting it to a nutrient removal plant. The proposed nutrient removal plant will provide additional capacity to treat an average dry weather flow of 2000 k/d.			
Policies in Place to Manage Asset	Asset Management Policy, SCM Policy			
				T 5.3.2

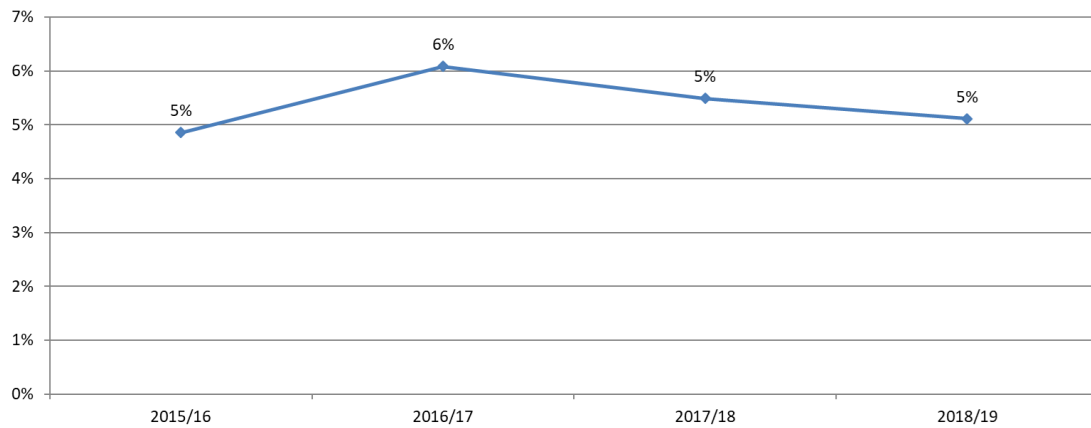
Chapter 5

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



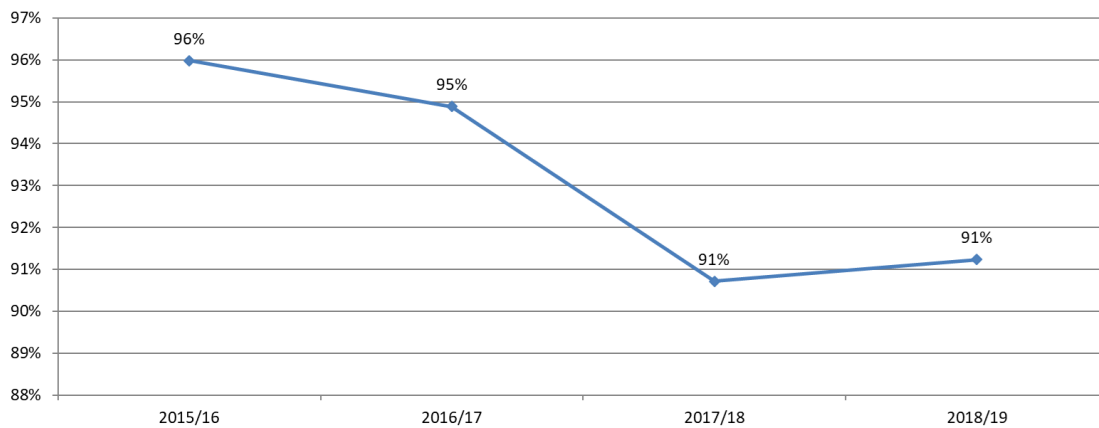
Chapter 5

Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)



Norm : 8%

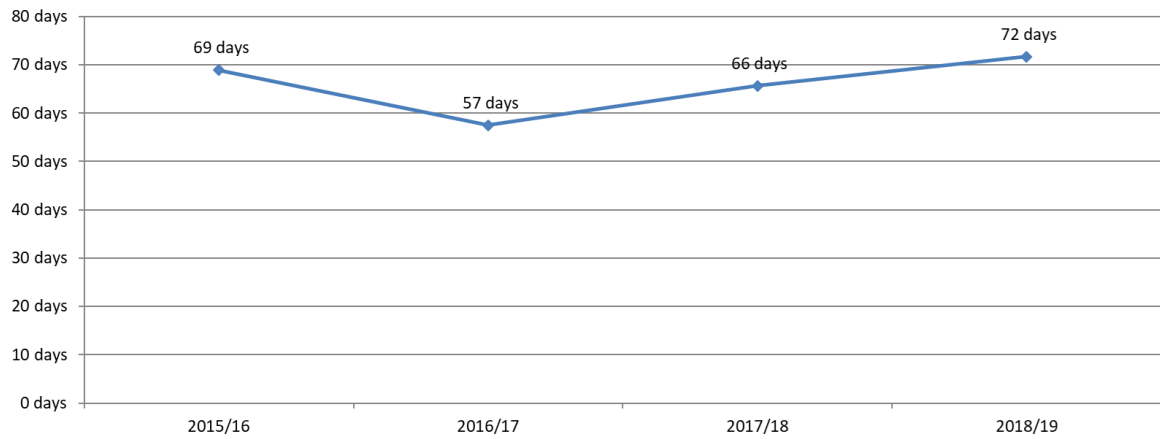
Collection Rate



Norm : 95%

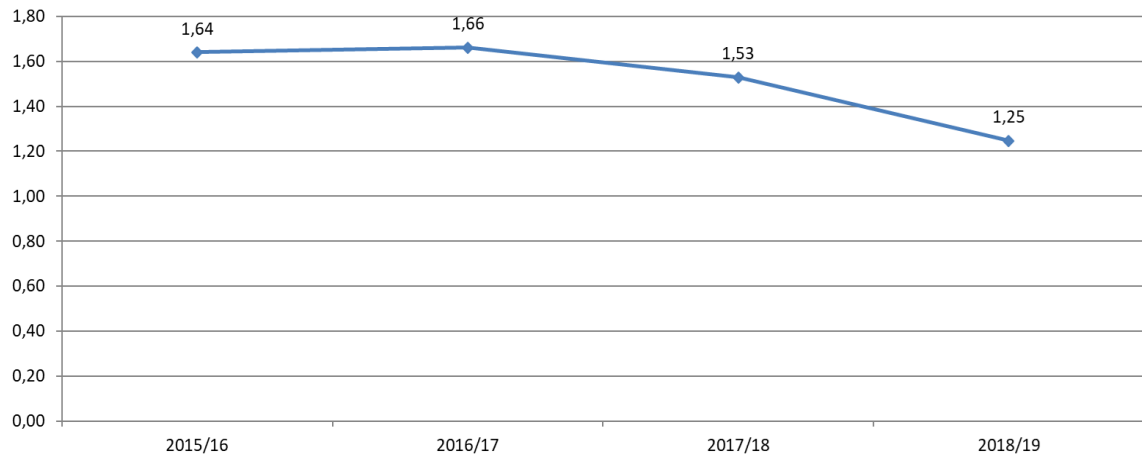
Chapter 5

Net Debtors Days



Norm : 30 days

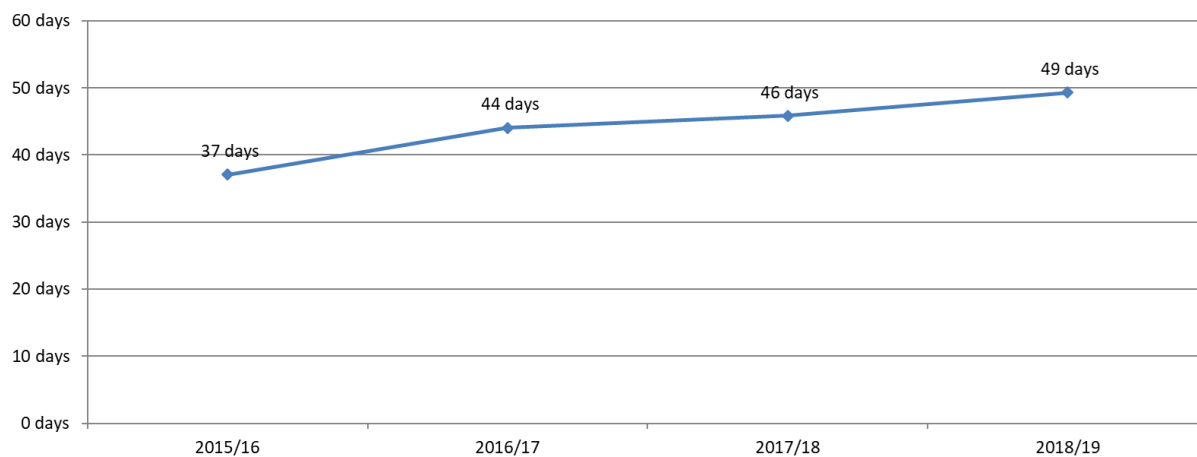
Current Ratio



Norm : 1,5 - 2:1

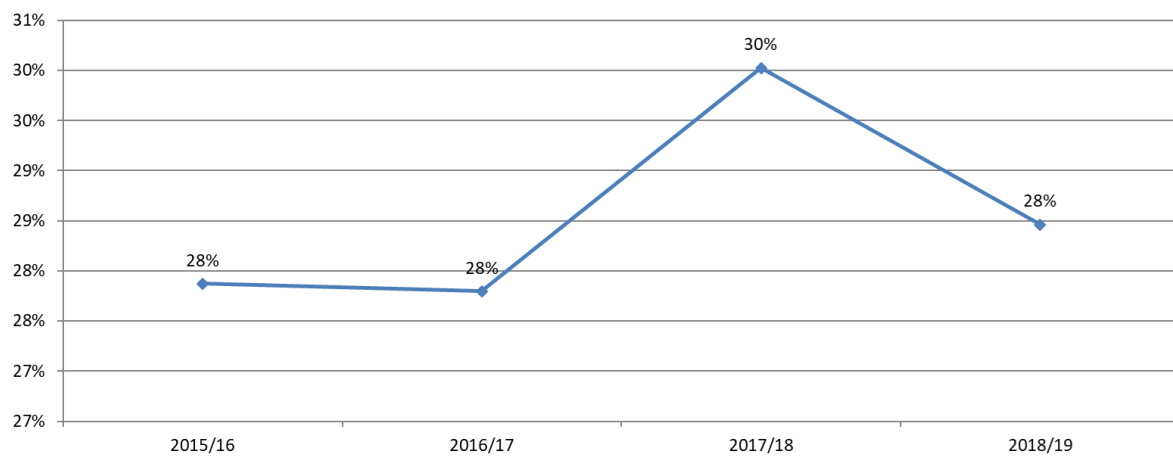
Chapter 5

Creditors Payment Period (Trade Creditors)



Norm : 30 days

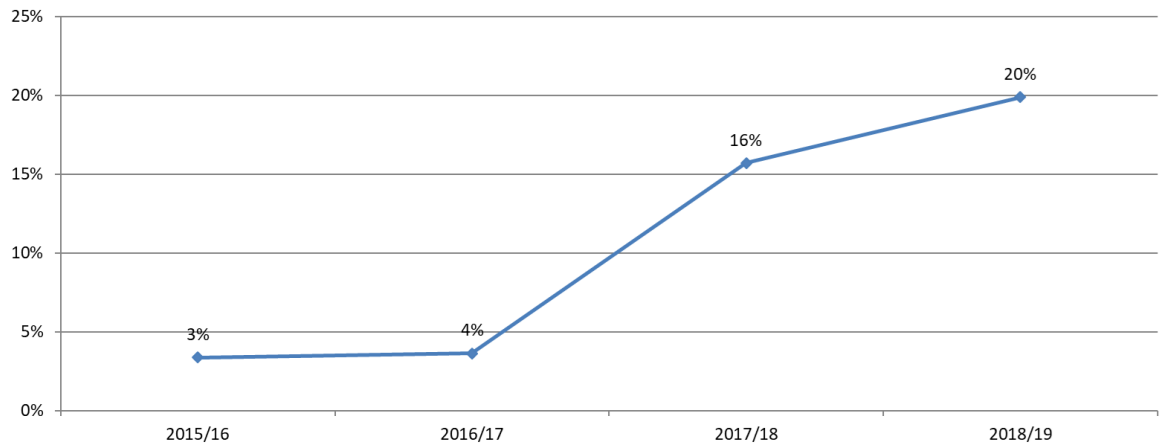
Remuneration as % of Total Operating Expenditure



Norm : 25% - 40%

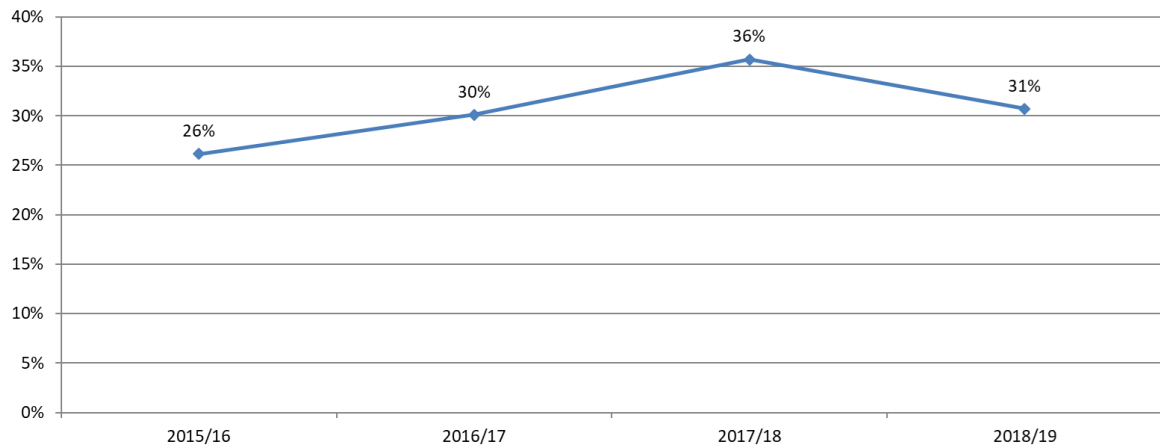
Chapter 5

Contracted Services % of Total Operating Expenditure



Norm : 2% - 5%

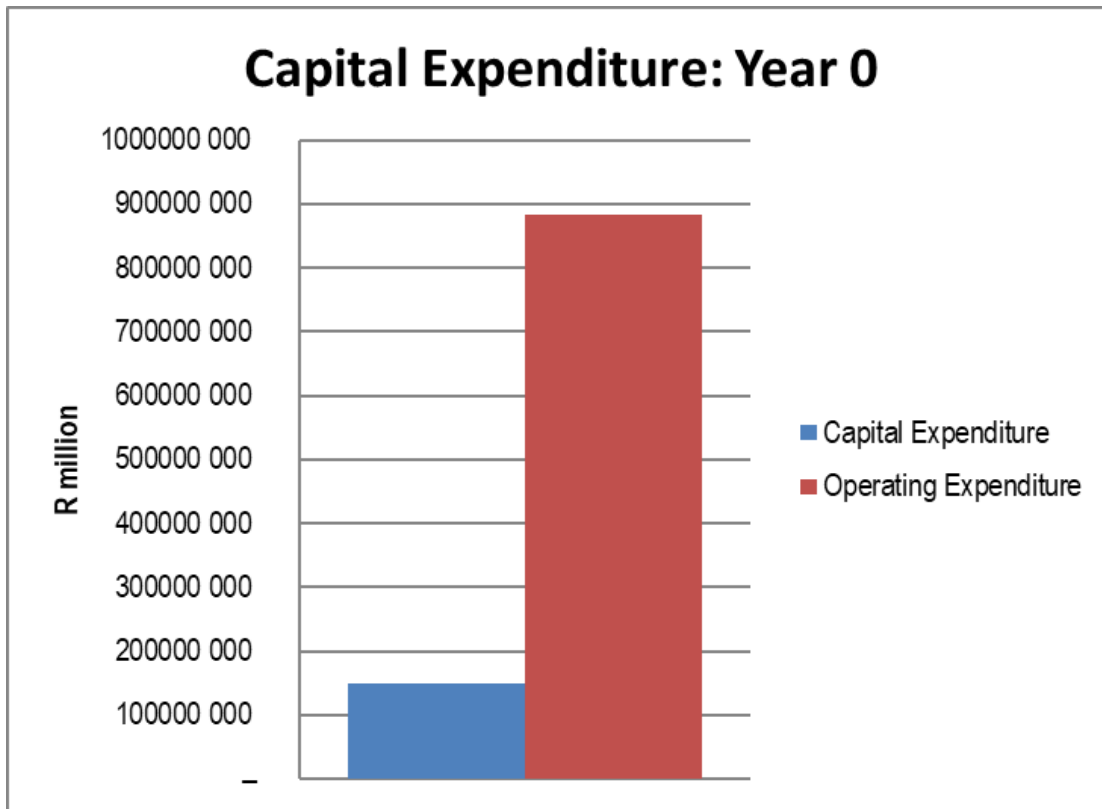
Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure



Norm : None

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE



Chapter 5

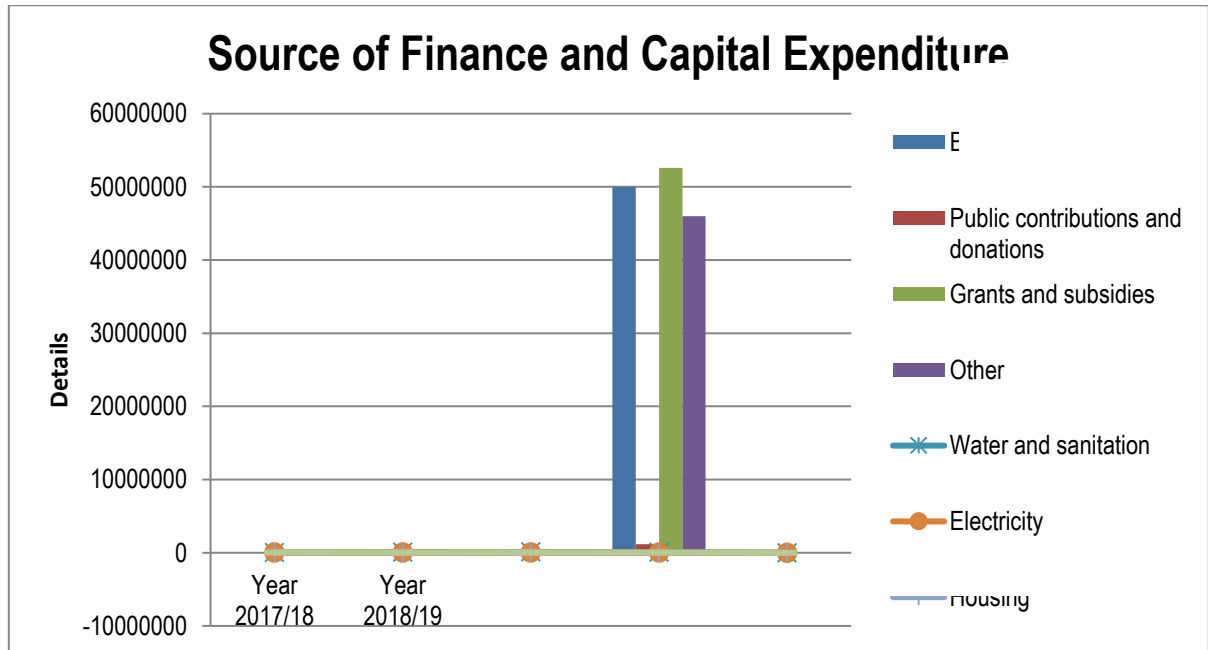
R'000	Original Budget	Adjustment Budget	Actual Outcome	Original Budget variance	Adjusted Budget Variance
Capital Expenditure	151	213	150	99,3%	70,4%
	151	213	150	99,3%	70,4%
Operating Expenditure	878	919	884	100,6%	96,2%
	878	919	884	100,6%	96,2%
Total expenditure	1 029	1 131	1 034	100,4%	91,4%
Water and sanitation	180	219	204	113,0%	93,3%
Electricity	242	241	235	97,3%	97,5%
Housing	79	92	64	81,8%	70,0%
Roads, Pavements, Bridges and storm water	172	160	57	33,3%	35,7%
Other	356	420	474	133,0%	113,0%
	1 029	1 131	1 034	100,5%	91,4%
External Loans	52	73	50	95,7%	68,1%
Internal contributions	45	61	46	101,9%	75,0%
Grants and subsidies	53	78	53	98,4%	67,5%
Other	–	–	1		
	151	213	150	99,3%	70,4%
External Loans	50	73	60	120,0%	82,2%
Grants and subsidies	207	246	194	93,5%	78,7%
Investments Redeemed	1	1	(2)	-210,3%	-210,3%
Statutory Receipts (including VAT)	–	–	19		
Other Receipts	633	640	593	93,7%	92,7%
	891	960	863	96,9%	89,9%
Salaries, wages and allowances	263	260	245	93,1%	94,0%
Cash and creditor payments	441	495	421	95,5%	85,1%
Capital payments	148	209	149	100,6%	71,1%
Investments made	–	–		0,0%	0,0%
External loans repaid	17	16	18	110,4%	111,9%
Statutory Payments (including VAT)			21		
Other payments	18	18	20	111,6%	109,5%
	886	999	873	99%	87%
	Original Budget	Adjustment Budget	Actual Outcome	Original Budget variance	Adjusted Budget Variance
Property rates	215	216	216	100,1%	99,9%
Service charges	386	395	367	5,0%	7,1%
Other own revenue	313	330	303	3,2%	8,3%
	915	941	885	3,2%	5,9%
Employee related costs	263	260	245	6,9%	6,0%
Provision for working capital	–	–	–		
Repairs and maintenance	–	–	–		
Material and Bulk purchases	227	212	213	6,5%	-0,5%
Other expenditure	388	448	427	-10,0%	4,6%
	878	920	884	-0,7%	3,9%
Revenue: Electricity	290	291	280	3,4%	3,8%
Expenditure: Electricity	215	211	210	2,4%	0,6%
	75	80	70	6,3%	12,1%
Revenue: Water	117	117	105	10,6%	10,6%
Expenditure: Water	55	57	72	-30,9%	-26,8%
	62	60	32	47,7%	46,1%
					Txxx

Chapter 5

5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources: Year -1 to Year 0						
R' 000						
Details	Year 2017/18	Year 2018/19				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Original Budget Variance (%)	Adjusted Budget Variance (%)
Source of finance						
External loans	22 701	52 195	73 308	49 950	95,70%	68,14%
donations	1 334	-	-	1 160		
Grants and subsidies	59 324	53 416	77 953	52 580	98,43%	67,45%
Other	46 308	45 130	61 262	45 977	101,88%	75,05%
Total	129 667	150 741	212 523	149,667	99,29%	70,42%
<i>Percentage of finance</i>						
External loans	18%	35%	34%	33%	96%	97%
donations	1%	0%	0%	1%		
Grants and subsidies	46%	35%	37%	35%	99%	96%
Other	36%	30%	29%	31%	103%	107%
Capital expenditure						
Water and sanitation	46 960	70 411	110 678	80 315	114,07%	72,57%
Electricity	25 056	26 594	29 929	25 257	94,97%	84,39%
Housing	23 507	10 000	14 893	9 151	91,51%	61,44%
Roads and transport	5 083	19 100	3 100	2 773	14,52%	89,45%
Other	29 061	24 637	53 924	32 171	130,58%	59,66%
Total	129 667	150 742	212 524	149 667	99,29%	70,42%
<i>Percentage of expenditure</i>						
Water and sanitation	36,2%	46,7%	52,1%	53,7%	114,89%	103,04%
Electricity	19,3%	17,6%	14,1%	16,9%	95,65%	119,83%
Housing	18,1%	6,6%	7,0%	6,1%	92,17%	87,25%
Roads and storm water	3,9%	12,7%	1,5%	1,9%	14,62%	127,02%
Other	22,4%	16,3%	25,4%	21,5%	131,52%	84,72%
T 5.6.1						

Chapter 5



Chapter 5

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure - 5 Largest Projects					
R'000					
Name of Project	Current: Year 2018/19			Variance: Current Year 2018/19	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A - Water Demand management devices	3 000	22 680	22 410	747%	99%
B - MIG203923 N & NE Bulk Water Phase 4	3 886	15 830	13 602	350%	86%
C - Upgrade Charlesford pumping scheme	20 818	22 904	11 805	57%	52%
D - Knysna Vision 1393 (UISP) - (Housing infrastructure)	10 000	14 158	9 926	99%	70%
E - Upgrade Knysna WWTW	10 402	13 402	9 802	94%	73%

* Projects with the highest capital expenditure in Year 0

Name of Project - A	Water Demand management devices				
Objective of Project	Better management of water usage and a consequent relieve of the pressure on the Water Treatment Plant and water sources.				
Delays	N/A				
Future Challenges	To maintain all municipal water assets to extend the lifespan of assets - monitor and maintain water supply assets within available budget				
Anticipated citizen benefits	The provision of reliable and sustainable basic water services and improved billing				
Name of Project - B	MIG203923 N & NE Bulk Water Phase 4				
Objective of Project	The provision of adequate water infrastructure with increased capacity handling				
Delays	N/A				
Future Challenges	To maintain all municipal water assets to extend the lifespan of assets - monitor and maintain water supply assets within available budget				
Anticipated citizen benefits	The provision of reliable and sustainable basic water services				
Name of Project - C	Upgrade Charlesford pumping scheme				
Objective of Project	The provision of adequate water infrastructure with increased capacity handling				
Delays	N/A				
Future Challenges	To maintain all municipal water assets to extend the lifespan of assets - monitor and maintain water supply assets within available budget				
Anticipated citizen benefits	Provision of reliable and sustainable basic water services				
Name of Project - D	Knysna Vision 1393 (UISP) - (Housing infrastructure)				
Objective of Project	Implementation of services for various housing projects				
Delays	N/A				
Future Challenges	Increasing demand for adequate quality housing opportunities				
Anticipated citizen benefits	The provision of quality housing opportunities				
Name of Project - E	Upgrade Knysna WWTW				
Objective of Project	Upgrade the waste water treatment works in Knysna				
Delays	N/A				
Future Challenges	Possible funding issues. To maintain all municipal sanitation infrastructure assets to extend the lifespan of assets - monitor and maintain sanitation infrastructure assets				
Anticipated citizen benefits	Adequate sewerage infrastructure with increased capacity handling				

T 5.7.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Service Backlogs as at 30 June Year 2018/19				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water		%		%
Sanitation		%		%
Electricity		%		%
Waste management		%		%
Housing		%		%

% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.

T 5.8.2

Municipal Infrastructure Grant (MIG) Expenditure Year 2018/19 on Service backlogs					
R' 000					
Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustments Budget
Infrastructure - Road transport				%	%
Roads, Pavements & Bridges	N/A	N/A	N/A	%	%
Storm water	N/A	N/A	N/A	%	%
Infrastructure - Electricity				%	%
Generation	N/A	N/A	N/A	%	%
Transmission & Reticulation	N/A	N/A	N/A	%	%
Street Lighting	N/A	N/A	N/A	%	%
Infrastructure - Water				%	%
Dams & Reservoirs	N/A	N/A	N/A	%	%
Water purification	13 147	R4 301 (+ R7 700)	4 301	%	%
Reticulation	4 469	5 615	5 615	%	%
Infrastructure - Sanitation				%	%
Reticulation	1 710	1 710	1 710	%	%
Sewerage purification	N/A	N/A	N/A	%	%
Infrastructure - Other				%	%
Waste Management	N/A	N/A	N/A	%	%
Transportation	N/A	N/A	N/A	%	%
Gas	N/A	N/A	N/A	%	%
Other Specify:				%	%
				%	%
				%	%
				%	%
Total				%	%

* MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variation. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

T 5.8.3

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW

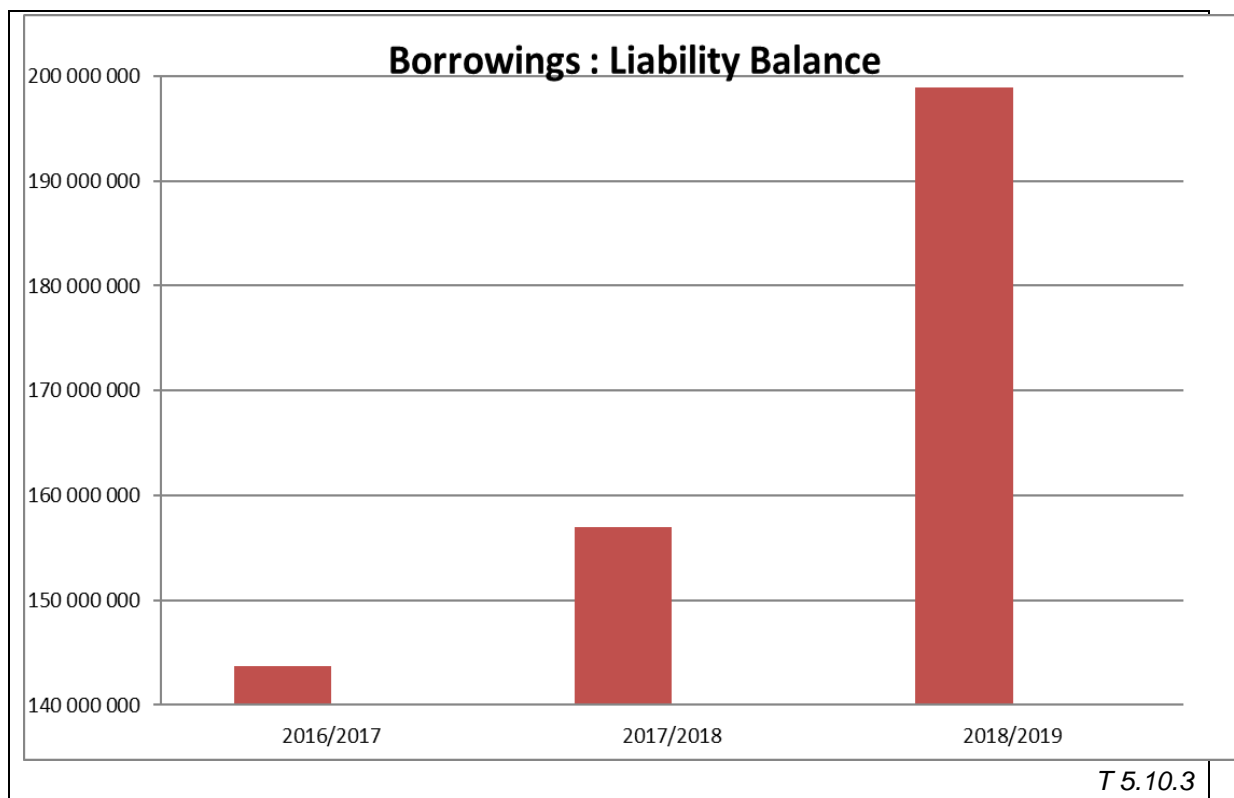
Chapter 7(new)

Cash Flow Outcomes				
R'000				
Description	Year 2017/18	Current: Year 2018/19		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	538 173	609 915	616 972	582 880
Government - operating	178 709	207 182	245 980	193 627
Interest	10 302	22 023	22 023	9 443
Dividends				
Payments				
Suppliers and employees	(619 967)	(704 174)	(755 506)	(666 241)
Finance charges	(14 854)	(14 395)	(14 178)	(15 422)
Transfers and Grants	(4 723)	(3 150)	(3 694)	(4 151)
NET CASH FLOWS FROM OPERATING ACTIVITIES	87 640	117 400	111 597	100 136
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE		1 000	1 000	30
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments	(2 016)			(2 133)
Payments				
Capital assets	(126 020)	(147 687)	(208 979)	(148 506)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(128 035)	(146 687)	(207 979)	(150 609)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans				
Borrowing long term/refinancing	36 573	50 196	73 308	60 238
Increase (decrease) in consumer deposits	1 087	770	793	536
Payments				
Repayment of borrowing	(25 601)	(16 736)	(16 500)	(18 469)
NET CASH FLOWS FROM FINANCING ACTIVITIES	12 060	34 229	57 601	42 305
NET INCREASE/ (DECREASE) IN CASH HELD	(28 336)	4 942	(38 782)	(8 168)
Cash/cash equivalents at the year begin:	108 213	67 227	79 877	79 877
Cash/cash equivalents at the year end:	79 877	72 169	41 095	71 709
Source: MBRR A7				T 5.9.1

5.10 BORROWING AND INVESTMENTS

Chapter 7(new)

Borrowings (Liability Balance) : Year 2018/2019			
			R'000
Instrument	2016/2017	2017/2018	2018/2019
<u>Municipality</u>			
Long-Term Loans (annuity/reducing balance)	143 423	155 019	197 578
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	249	1 939	1 316
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total	143 672	156 958	198 895
<u>Municipal Entities</u>			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Entities Total	–	–	–
T 5.10.2			



Chapter 7(new)

Municipal and Entity Investments			
			R'000
Investment* type	2016/2017	2017/2018	2018/2019
	Actual	Actual	Actual
<u>Municipality</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	30 343	32 358	34 491
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	30 343	32 358	34 491
<u>Municipal Entities</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	–	–	–
Consolidated total:	30 343	32 358	34 491
			<i>T 5.10.4</i>

Chapter 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS

To be completed as part of the Annual Report Process on completion of the Auditor General's Report. (See separate copy)

COMPONENT B: AUDITOR-GENERAL OPINION OF ANNUAL PERFORMANCE REPORT

To be completed as part of the Annual Report Process on completion of the Auditor General's Report.

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	The current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year / Financial Year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Exchange transactions	Revenue arising from the following exchange transactions and events: <ul style="list-style-type: none"> • The rendering of services; • The sale of goods, for example, the sale of water; and • The use by others of entity assets yielding interest, royalties and dividends or similar distributions, for example, interest received on an investment.
Non-exchange transactions	Revenue arising from non-exchange transactions include: <ul style="list-style-type: none"> • Fines, grants, gifts, donations, goods and services in-kind, bequests and concessionary loans; and • Taxes (Rates)
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with the MEC for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery and infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation

APPENDICES

Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Oversight Report	The oversight report is the final major step in the annual reporting process of a municipality. Section 129 of the MFMA requires the council to consider the annual reports of its municipality and municipal entities and to adopt an "oversight report" containing the council's comments on each annual report.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	A generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed on criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and their employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	A detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for an appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <ul style="list-style-type: none"> a) <i>one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> b) <i>which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

APPENDICES

APPENDICES

APPENDIX A

Councillors, Committees Allocated and Council Attendance

Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
BOUW-SPIES, Eleanore	PT		Ward 5 Councillor	95	5
CROUTZ, Claudine Denise	PT		Party Represented	99	1
DAVIS, Levael	FT	CHAIRPERSON : TECHNICAL SERVICES (until 20 May 2019)	Ward 1 Councillor	99	1
GOMBO, Titi Mertle	PT/FT	SPEAKER (As of 30 May 2019 to date)	Party Represented	98	2
KWINANA, Sibusiso Ivan	PT		Party Represented	99	1
MATIKA, Thando	PT		Ward 8 Councillor	99	1
MATIWANE, Mandla Goodman	PT		Ward 7 Councillor	98	2
MOLOSI, Mzukisi Victor (deceased 23 July 2018)	PT		Ward 8 Councillor	100 (2 meetings attended in July 2018)	0
MYERS, Peter Joseph	FT	CHAIRPERSON : FINANCE (from January 2019 to June 2019) CHAIRPERSON : PLANNING AND INTEGRATED HUMAN	Ward 10 Councillor	100	0

APPENDICES

		SETTLEMENTS(from 17 July 2018 to January 2019) CHAIRPERSON : TECHNICAL SERVICES (from 17 July 2018 to January 2019)			
NAKI, Millicent Ntombise	PT		Party Represented	99	1
NGQEZU, Sithembele	PT		Ward 4 Councillor	100	0
POFADDER, Donovan	PT		Ward 11 Councillor	100	0
SALAZE, Monwabisi Welcome	FT	CHAIRPERSON : COMMUNITY SERVICES	Party Represented	98	2
SKOSANA, Mncedisi David	PT		Ward 3 Councillor	98	2
TSENGWA, Ndoda Aubrey	PT/FT	DEPUTY EXECUTIVE MAYOR (as of 11 June 2019)	Party Represented	99	1
TYOKOLO, Luzuko	PT		Party Represented	100	0
UYS, I	PT		Party Represented	98	2
VAN ASWEGEN, Elrick Ormonde	FT/PT	DEPUTY EXECUTIVE MAYOR (1 July 2018 to 11 June 2019) CHAIRPERSON : GOVERNANCE AND ECONOMIC DEVELOPMENT CHAIRPERSON : FINANCE, GOVERNANCE AND ECONOMIC DEVELOPMENT	Ward 6 Councillor	98	2
WEIDEMAN, Anna Catharina Frederika	PT		Ward 2 Councillor	96	4
WILLEMSE, M	FT	EXECUTIVE MAYOR	Ward 9 Councillor	100	0
WAXA, Velile (removed as a Cllr on 1 November 2018)	PT/FT		Ward 4 Councillor	95	5
WASSERMAN, Michelle Louise	PT/FT	CHAIRPERSON : PLANNING AND INTEGRATED HUMAN SETTLEMENTS (January 2019 to 20 May 2019)	Party Representative		

APPENDICES

WOLMARANS, Georlene Raquel	FT	SPEAKER (from 1 July 2018 to 30 May 2019)	Party Represented	100	0
YOUNG, Martin Hugh (resigned 16 November 2018)	PT		Party Represented	97	3
<i>Note: * Councillors appointed on a proportional basis do not have wards allocated to them</i>					<i>T A</i>

APPENDICES

APPENDIX B

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
FINANCE,	(Revenue, Expenditure, Budget Office, Supply Chain Management, IT & GIS, Valuations, Insurance, Payroll, Risk Management, PMS (operational aspects), Internal Audit)
GOVERNANCE AND ECONOMIC DEVELOPMENT COMMITTEE	(Institutional, Corporate, Legal, Human Resources, Records, Contracts Management, Property Management, Administration, Council Committee and Council Support, Public Participation , Customer Care, Communications, LED, IDP, Tourism, Arts, Culture, Heritage)
COMMUNITY SERVICES COMMITTEE	(Fire and Rescue, Disaster Management, Traffic and Parking, Parks and Recreation, Libraries, Solid Waste, Sport Development, Law Enforcement.)
PLANNING COMMITTEE	(Town Planning and Building Control, Environmental Management,)
INTEGRATED HUMAN SETTLEMENTS COMMITTEE	(Integrated Human Settlements)
TECHNICAL SERVICES COMMITTEE	(Public Works, Water Services, Sewer, Developmental Planning (EPWP, ECD, Standards and Specs, Contracts, Project Management Unit (PMU), Stormwater, Roads, Electricity).

APPENDICES

MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution		
Building regulations		
Child care facilities		
Electricity and gas reticulation		
Firefighting services		
Local tourism		
Municipal airports		
Municipal planning		
Municipal health services		
Municipal public transport		
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law		
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto		
Stormwater management systems in built-up areas		
Trading regulations		
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems		
Beaches and amusement facilities		
Billboards and the display of advertisements in public places		
Cemeteries, funeral parlours and crematoria		

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Cleansing	yes	
Control of public nuisances	yes	
Control of undertakings that sell liquor to the public		
Facilities for the accommodation, care and burial of animals		
Fencing and fences		
Licensing of dogs		
Licensing and control of undertakings that sell food to the public		
Local amenities		
Local sport facilities	yes	
Markets		
Municipal abattoirs		
Municipal parks and recreation	yes	
Municipal roads		
Noise pollution	yes	
Pounds		
Public places		
Refuse removal, refuse dumps and solid waste disposal		
Street trading		
Street lighting		
Traffic and parking		
* If municipality: indicate (yes or No); * If entity: Provide name of entity		<i>T D</i>

Appendices

APPENDIX C

Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of quarterly Committee meet held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	Cllr Leveal Davis	Yes	4	4	6
2	Cllr Cathy Weideman	Yes	3	3	5
3	Cllr Davis Skosana	Yes	3	3	6
4	Cllr Sithembele Ngqezu	Yes	1	1	3
5	Cllr Eleanore Bouw-Spies	Yes	1	1	4
6	Cllr Elrick Van Aswegen	Yes	3	3	10
7	Cllr Mandla Matiwane	Yes	2	2	3
8	Cllr Thando Matika	Yes	4	4	4
9	Cllr Mark Willemse	Yes	3	3	3
10	Cllr Peter Myers	Yes	2	2	2
11	Cllr Donovan Pofadder	Yes	3	3	2
					<i>T E</i>

Appendices

APPENDIX D

Date of Committee	Committee recommendations during Year 0	Recommendations adopted (enter Yes) If not adopted (provide explanation)
13 July 2018	<p><u>MONTHLY BUDGET STATEMENT for APRIL 2018</u></p> <p>RESOLVED</p> <p>That the Monthly Budget Statement and Supporting Documentation for April 2018, be noted. File Number: 9/1/2/10 Execution: Director: Financial Services Acting Manager Budget Office: Treasury, Accounting and Assets</p>	Yes
13 July 2018	<p><u>MONTHLY BUDGET STATEMENT for MAY 2018</u></p> <p>RESOLVED</p> <p>That the Monthly Budget Statement and Supporting Documentation for May 2018, be noted. File Number: 9/1/2/10 Execution: Director : Financial Services Acting Manager Budget Office : Treasury, Accounting and Assets</p>	Yes
13 July 2018	<p><u>MONTHLY BUDGET STATEMENT for JUNE 2018</u></p> <p>RESOLVED</p> <p>That the Monthly Budget Statement and Supporting Documentation for June 2018, be noted. File Number: 9/1/2/10 Execution: Director : Financial Services Acting Manager Budget Office : Treasury, Accounting and Assets</p>	Yes
13 July 2018	<p><u>INTERNAL AUDIT STATUS OF WORK AND EXECUTIVE SUMMARIES OF INTERNAL AUDIT REPORTS / DELIVERABLES ISSUED AS AT 26 JUNE 2018</u></p> <p><u>RESOLVED</u></p> <p>[a] That the Internal Audit Status of Work Report as at 26 June 2018, be noted; and</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council, which would be routed through the upcoming Finance and Governance sec. 80 Committee meeting.</p> <p>File Number: 9/1/2/14</p>	Yes

Appendices

	<p>Execution: Chief Audit Executive Manager : Performance, Internal Audit and Risk Management Manager : IT</p>	
13 July 2018	<p><u>KNYSNA MUNICIPALITY INTERNAL AUDIT PLAN 2017/2018 TO 2020</u></p> <p><u>RESOLVED</u></p> <p>That the revised Knysna Municipality Internal Audit Plan 2017/2018 to 2020/2021, be submitted to the Municipal Council for information; and</p> <p>File Number: 9/1/2/14 Execution: Municipal Manager Manager : PIARM</p>	Yes
13 July 2018	<p><u>PERFORMANCE MATTERS</u></p> <p><u>Consolidated Monthly Departmental Performance Management Report [SDBIP] For the period : July 2017 - March 2018 (qQUARTER 1 – 3 OF 2017/2018)</u></p> <p><u>RESOLVED</u></p> <p>That the Consolidated Monthly Departmental Performance Management Report [SDBIP] for the period : July 2017 - March 2018 (Quarter 1 – 3 of 2017/2018), be noted.</p> <p>File Number : 9/1/2/14 Execution : Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	Yes
13 July 2018	<p><u>Annual Compliance Report</u></p> <p><u>RESOLVED</u></p> <p>That the Annual Compliance Report as at 30 June 2018, be noted.</p> <p>File Number : 9/1/2/14 Execution : Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	Yes
13 July 2018	<p><u>Risk Management Committee Meeting #1 of 2017/2018</u></p> <p><u>RESOLVED</u></p> <p>That the Audit Committee note the progress made by the Risk Management Committee in resuming holding meetings and in drafting a Draft Integrity Management Framework.</p>	Yes

Appendices

	<p>File Number : 9/1/2/14 Execution : Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	
13 July 2018	<p><u>IT STEERING COMMITTEE MINUTES : APRIL 2018</u></p> <p><u>RESOLVED</u></p> <p>That the Draft IT Steering Committee minutes of the meeting held in April 2018, be noted.</p> <p>File Number: 9/1/2/10 Execution: Director : Financial Services Manager : IT</p>	Yes
13 July 2018	<p><u>Dashboard Report - Drivers of Internal Control to achieve clean administration - May 2018</u></p> <p><u>RESOLVED</u></p> <p>[a] That the Dashboard Report – Drivers of Internal Control to Achieve Clean Administration – May 2018, be noted; and</p> <p>[b] That the report be referred to the next Finance and Governance Committee Meeting for consideration.</p> <p>File Number : 9/1/2/14 Execution : Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	Yes
17 August 2018	<p><u>OVERTIME REPORT</u></p> <p>The Chairperson outlined the origin and purpose of the report and suggested that it should be circulated widely amongst Management. He reiterated that is not an Internal Audit Report, but a Management Report requested by the Audit Committee. It was indicated that having read the report, it basically reflects the true position in terms of overtime.</p> <p>It was further stressed that the purpose of the meeting was not to solve any problems, but to advise, which is the role of the Committee.</p> <p>The Chairperson briefly gave an overview of the content and stated that it is apparent that we do have a problem pertaining to control and supervision of the existing policies and that it is incumbent on Management and Council to take action to rectify the situation.</p>	Yes

Appendices

	<p>The Committee found this Report to be most disturbing, in that it revealed that, with regard to overtime:</p> <ul style="list-style-type: none"> there were insufficient or no control measures in place; there was substantial non-compliance with the Basic Conditions of Employment Act and the Collective Agreement; there was no regular overtime and standby reporting to the relevant Sec. 80 Committee as required by Council's policy; there was only limited use of the shift system; some officials regarded income generated by overtime as part of their basic salary; there were no departmental strategies for controlling overtime criteria for approval of overtime were not consistently applied; and time off was not used as an alternative to monetary compensation for overtime. <p>The report was discussed and inputs were given by the management team members present.</p> <p><u>RESOLVED</u></p> <p>That the Management Report on Overtime Compensation dated 23 July 2018 be accepted and referred to Council for consideration;</p> <p>That Management urgently draw up and present to Council by no later than Council's regular meeting in November 2018 a comprehensive report containing an action plan with time lines for the proper control of overtime and allowances, including appropriate amendments to Council's policies and management practices relating to overtime and allowances, as well as any recommended disciplinary actions against any persons.</p> <p>That the Chairperson prepare a report on the Audit Committee meetings for submission to the Municipal Council after circulation thereof to members</p>	
17 August 2018	<p><u>INTERNAL REVIEW BY THE AUDIT COMMITTEE MEMBERS OF MANAGEMENT'S DRAFT ANNUAL FINANCIAL STATEMENTS (AFS)</u></p> <p>As the final draft AFS document was not available for tabling at the meeting, the matter was referred to be considered at the Audit Committee meeting scheduled for 13 September 2018.</p> <p><u>NOTED</u></p>	Yes
17 August 2018	<p><u>HIGH LEVEL AUDIT DETAILS DOCUMENT – AUDITOR-GENERAL OF SOUTH AFRICA (AGSA)</u></p>	Yes

Appendices

	<p>The High Level Audit Details document dated 30 June 2018 received from the Auditor-General was tabled.</p> <p><u>NOTED</u></p>	
17 August 2018	<p><u>IDENTIFICATION OF ITEMS TO BE RAISED WITH THE OFFICE OF THE AUDITOR-GENERAL OF SOUTH AFRICA (AGSA) ON MONDAY, 20 AUGUST 2018</u></p> <p>The Audit Committee had a discussion on the matters to be raised with the representatives of the Auditor-General at a meeting scheduled for 20 August 2018.</p>	Yes
13 September 2018	<p><u>QUARTERLY BUDGET STATEMENT FOR JUNE 2018</u></p> <p><u>RESOLVED</u></p> <p>That the Quarterly Budget Statement for June 2018, be noted. File Number: 9/1/2/10 Execution: Director : Financial Services Acting Manager Budget Office : Treasury, Accounting and Assets</p>	Yes
13 September 2018	<p><u>FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018</u></p> <p><u>RESOLVED</u></p> <p>That the Financial Statements for the year ended 30 June 2018, be noted. File Number : 9/1/2/14 Execution : Acting Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	Yes
13 September 2018	<p><u>Internal Audit – Status of work and Executive Summaries of Internal Audit reports / Deliverables issued as at 30 August 2018</u></p> <p><u>RESOLVED</u></p> <p>[a] That the Internal Audit Status of Work Report as at 30 August 2018, be noted; and [b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council. File Number: 9/1/2/14 Execution: Chief Audit Executive Manager : Performance, Internal Audit and Risk Management</p>	Yes

Appendices

	Manager : IT	
13 September 2018	<p><u>Draft Annual Performance Report 31 August 2018</u></p> <p><u>RESOLVED</u></p> <p>That the Draft Annual Performance Report as at 31 August 2018 submitted to the Auditor General, be noted.</p> <p>File Number : 9/1/2/14 Execution : Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	Yes
22 October 2018	<p><u>REVIEW OF THE AUDIT COMMITTEE CHARTER AND INTERNAL AUDIT CHARTER</u></p> <p><u>RESOLVED</u></p> <p>[a] That the report on the review of the Audit Committee Charter, be adopted subject to the deletion of "of" in the first sentence under paragraph 3;</p> <p>[b] That the Audit Committee Charter, attached to these Minutes mentioned in [a] above be submitted to the Municipal Council meeting to be held on 29 November 2018 for consideration and approval; and</p> <p>[c] That the amended Internal Audit Charter, as attached to the Item be approved and submitted to the Acting Municipal Manager for endorsement.</p> <p>File Number: 9/1/2/14 Execution: Chief Audit Executive Manager : Performance, Internal Audit and Risk Management</p>	Yes
15 November 2018	<p><u>MONTHLY BUDGET STATEMENT for JULY 2018</u></p> <p><u>RESOLVED</u></p> <p>That the Monthly Budget Statement and Supporting Documentation for July 2018, be noted.</p> <p>File Number: 9/1/2/10 Execution: Director : Financial Services</p>	Yes

Appendices

	Acting Manager Budget Office : Treasury, Accounting and Assets	
15 November 2018	<p><u>MONTHLY BUDGET STATEMENT for AUGUST 2018</u></p> <p>RESOLVED</p> <p>That the Monthly Budget Statement and Supporting Documentation for August 2018, be noted.</p> <p>File Number: 9/1/2/10 Execution: Director : Financial Services Acting Manager Budget Office : Treasury, Accounting and Assets</p>	Yes
15 November 2018	<p><u>QUARTERLY BUDGET STATEMENT for SEPTEMBER 2018</u></p> <p>RESOLVED</p> <p>[a] That the Quarterly Budget Statement and Supporting Documentation for September 2018, be noted; and</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council.</p> <p>File Number: 9/1/2/10 Execution: Director : Financial Services Acting Manager Budget Office : Treasury, Accounting and Assets</p>	Yes
15 November 2018	<p><u>INTERNAL AUDIT – STATUS OF WORK (AS AT 1 NOVEMBER 2018)</u></p> <p>RESOLVED</p> <p>[a] That the Internal Audit Status of Work Report as at 1 November 2018, be noted; and</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council.</p> <p>File Number: 9/1/2/14 Execution: Chief Audit Executive Manager : Performance, Internal Audit and Risk Management</p>	Yes
15 November 2018	<p><u>Knysna Municipality amended Internal Audit Plan 2017/2018 to 2020/2021</u></p>	Yes

Appendices

	<p><u>RESOLVED</u></p> <p>That the amended Knysna Municipality Internal Audit Plan (RBAP) for the period 2017/2018 to 2020/2021, be approved.</p> <p>File Number: 9/1/2/14 Execution: Chief Audit Executive Manager : Performance, Internal Audit and Risk Management</p>	
15 November 2018	<p><u>Risk Management Committee Minutes</u></p> <p><u>RESOLVED</u></p> <p>That the minutes of the Risk Management Committee meeting which was held on Thursday, 31 May 2018, be noted.</p> <p>File Number : 9/1/2/14 Execution : Acting Municipal Manager</p>	Yes
15 November 2018	<p><u>RISK MANAGEMENT STATUS REPORT</u></p> <p><u>RESOLVED</u></p> <p>That the Risk Management processes and the status report, be noted.</p> <p>File Number : 9/1/2/14 Execution : Acting Municipal Manager Chief Audit Executive</p>	Yes
7 February 2019	<p><u>MONTHLY BUDGET STATEMENT for DECEMBER 2018</u></p> <p>RESOLVED</p> <p>That the Monthly Budget Statement and Supporting Documentation for December 2018, be noted.</p> <p>File Number: 9/1/2/10 Execution: Director : Financial Services Acting Manager Budget Office : Treasury, Accounting and Assets</p>	Yes
7 February 2019	<p><u>QUARTERLY BUDGET STATEMENT for DECEMBER 2018</u></p> <p>RESOLVED</p> <p>That the Quarterly Budget Statement and Supporting Documentation for December 2018, be noted.</p>	Yes

Appendices

7 February 2019	<p><u>REPORT ON AUDIT COMMITTEE AND INTERNAL AUDIT ANNUAL PERFORMANCE REVIEW 1 NOVEMBER 2017 TO 31 OCTOBER 2018</u></p> <p><u>RESOLVED</u></p> <p>[a] That the Minutes of the Special Audit Committee meeting held on 28 November 2018 (attached as Appendix A to the Item) plus the accompanying documentation (Appendix B to F) be approved; and</p> <p>[b] That the Minutes of the Special Audit Committee meeting held on 28 November 2018 (Appendix A), and the accompanying documentation (Appendix B to F) be submitted to Council for noting and consideration.</p>	Yes
7 February 2019	<p><u>INTERNAL AUDIT – STATUS OF WORK (AS AT 7 FEBRUARY 2019)</u></p> <p><u>RESOLVED</u></p> <p>[a] That the Internal Audit Status of Work Report as at 7 February 2019, be noted; and</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council.</p> <p>File Number: 9/1/2/14 Execution: Chief Audit Executive Manager : Performance, Internal Audit and Risk Management</p>	Yes
7 February 2019	<p><u>Risk Management STATUS REPORT : QUARTER 2 : OCTOBER 2018 TO DECEMBER 2018</u></p> <p><u>RESOLVED</u></p> <p>[a] That the report with regard to the status of the risk management for the processes for the period October 2018 to December 2018, be noted;</p> <p>[b] That the Committee notes the progress with regard to the risk management processes for Quarter 2.</p> <p>File Number : 9/1/2/14 Execution : Acting Municipal Manager</p>	Yes
7 February 2019	<p><u>IT STEERING COMMITTEE MINUTES: DECEMBER 2018</u></p> <p><u>RESOLVED</u></p>	Yes

Appendices

	<p>[a] That the Draft IT Steering Committee minutes of the meeting held in December 2018, be noted;</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council.</p>	
14 March 2019	<p><u>INTERNAL AUDIT – STATUS OF WORK AS AT 28 FEBRUARY 2019</u></p> <p>RESOLVED</p> <p>[a] That the Internal Audit Status of Work Report as at 28 February 2019, be noted; and</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council.</p> <p>File Number : 9/1/2/14 Execution : Acting Municipal Manager Manager : Performance, Internal Audit and Risk Management</p>	Yes
14 March 2019	<p><u>REPORT ON THE AUDIT COMMITTEE'S ROLE IN FINANCIAL ANALYSIS IN MUNICIPALITIES</u></p> <p>RESOLVED</p> <p>[a] That the "Audit Committee's role in financial analysis in Municipalities" document issued by The Public Sector Audit Committee Forum, be noted;</p> <p>[b] That a Special meeting of the Audit Committee be arranged to discuss the document in detail; and</p> <p>[c] That the Speaker be requested to arrange after 8 May 2019, a Workshop with Councillors and the Audit Committee regarding the Audit Committee's role in terms of the document as well as the MPAC toolkit.</p> <p>File Number: 9/1/2/14 Execution: Acting Municipal Manager Chief Audit Executive</p>	Yes
14 March 2019	<p><u>RISK MANAGEMENT MATTERS</u></p> <p>RESOLVED</p>	Yes

Appendices

	<p>That the verbal report by the Risk Management Officer regarding risk management matters, be noted.</p> <p>File Number : 9/1/2/14 Execution : Acting Municipal Manager Risk Management Officer</p>	
14 March 2019	<p><u>IT MATTERS</u></p> <p><u>RESOLVED</u></p> <p>That the verbal report by the Manager : Information Technology regarding IT Matters, be noted.</p>	Yes
14 March 2019	<p><u>KNYSNA APP: ANTI-FRAUD AND CORRUPTION SALGA COUNCIL OF MAYORS</u></p> <p><u>RESOLVED</u></p> <p>That the introduction of the Knysna App: Anti-Fraud and Corruption, be noted.</p> <p>File Number : 3/3/3/6 Execution : Acting Municipal Manager Chief Audit Executive</p>	Yes
14 May 2019	<p><u>MONTHLY BUDGET STATEMENT FOR JANUARY 2019</u></p> <p><u>RESOLVED</u></p> <p>That the Monthly Budget Statement and supporting documentation for January 2019, be noted.</p> <p>File Number : 9/1/2/10 Execution : Director : Financial Services</p>	Yes
14 May 2019	<p><u>QUARTERLY BUDGET STATEMENT FOR MARCH 2019</u></p> <p><u>RESOLVED</u></p> <p>That the Quarterly Budget Statement and supporting documentation for March 2019, be noted.</p>	Yes
14 May 2019	<p><u>INTERNAL AUDIT - STATUS OF WORK AS AT 23 APRIL 2019</u></p> <p><u>RESOLVED</u></p> <p>[a] That the Internal Audit Status of Work Report as at 23 April 2019, be noted; and</p> <p>[b] That the Chairperson report the views and recommendations of the Audit Committee on this and other items on the Agenda in an overall report to the Municipal Council.</p> <p>File Number: 9/1/2/14 Execution: Municipal Manager</p>	Yes

Appendices

=	Manager : Performance, Internal Audit and Risk Management	
14 May 2019	<u>STATUS OF OPCAR</u> <u>RESOLVED</u> [a] That the report on the Status of the Opcar, be noted; [b] That a reformatted report be submitted to the Audit Committee summarising the progress made on the comments given to the Auditor General following on the report of the Auditor General, by the end of May 2019. File Number: 9/1/2/10 Execution : Director : Financial Services	Yes
14 May 2019	<u>Risk Management Status Report</u> <u>RESOLVED</u> [a] That the Report on the Risk Management Status, be noted; and [b] That Mr M Hennessey be delegated to serve on the Risk Management Committee and that the secundus be Mr R Thorpe in the event that Mr Hennessey is not able to attend. File Number : 9/1/2/14 Execution : Municipal Manager Manager : Performance, Internal Audit and Risk Management	Yes
14 May 2019	<u>Public Audit Amendment Act 5 of 2018</u> <u>RESOLVED</u> That the Audit Committee notes and familiarise itself with the amendments to the Public Audit Amendment Act no. 5 of 2018. File Number : 1/1/1/1 Execution : Municipal Manager Chief Audit Executive	Yes

Appendices

APPENDIX E1

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year 2017/18	Current: Year 2018/19			Year 2018/19 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Vote 1 - Executive and C	13 278	13 401	13 431	12 624	-6%	-6%
Vote 2 - Corporate Servic	2 940	4 417	9 476	3 990	-11%	-137%
Vote 3 - Financial Servic	223 594	237 581	238 971	236 828	0%	-1%
Vote 4 - Planning and De	59 985	81 330	102 337	63 578	-28%	-61%
Vote 5 - Community Serv	147 483	177 306	190 850	185 171	4%	-3%
Vote 6 - Electrical Servic	242 387	290 125	291 125	275 362	-5%	-6%
Vote 7 - Technical Servic	154 321	163 750	168 718	152 413	-7%	-11%
Total Revenue by Vote	843 988	967 910	1 014 908	929 966	-4%	-9%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						T K.1

APPENDIX E2

Revenue Collection Performance by Source						
R '000						
Description	Year 2017/18	Year 2018/19			Year 2018/19 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	203 443	215 403	215 703	215 549	0%	0%
Service Charges	335 109	386 212	394 812	362 103	-7%	-9%
Rentals of facilities and equipment	4 510	6 657	6 657	5 601	-19%	-19%
Interest earned - external investments	10 302	11 760	11 760	9 443	-25%	-25%
Interest earned - outstanding debtors	10 545	12 074	12 074	11 838	-2%	-2%
Dividends received	-	-	-	-	#DIV/0!	#DIV/0!
Fines	92 714	110 597	110 597	121 654	9%	9%
Licences and permits	1 672	1 572	1 572	1 587	1%	1%
Agency services	3 096	2 909	2 909	3 297	12%	12%
Transfers recognised - operational	106 116	153 822	172 028	137 294	-12%	-25%
Other revenue	11 664	12 543	11 843	11 746	-7%	-1%
Gains on disposal of PPE	-	1 000	1 000	-	#DIV/0!	#DIV/0!
Total Revenue (excluding capital transfers and contributions)	779 171	914 549	940 955	880 112	-3,91%	-6,91%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.						T K.2

Appendices

APPENDIX F

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in Year 0 (Full List at Appendix O)				
R' 000				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Water Demand management device			22 680 200
2	Northern Corridor (NDPG)			20 000 000
3	Upgrade Knysna WWTW			13 402 061
4	MIG196405 Charlesford P/Scheme			11 253 767
5	MIG203923 N & NE Bulk Water Phase 4			8 830 141
6	Upgrade main Sewer Pump Station and sewers in the CBD			7 990 000
7	CBD Pipe replacement			7 000 000
				T F.1

Appendices

APPENDIX G

Capital Programme by Project: Year 2018/19					
					R' 000
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water					
MIG196405 Charlesford P/Scheme - Ward 5	11 432 481	11 253 767	4 742 847	-137%	-141%
Upgr Hornlee water reticulation system	1 415 000	1 415 000	353 856	-300%	-300%
Upgr pumping scheme charlsford to dam	-	2 195 346	-	#DIV/0!	#DIV/0!
Hornlee water infill scheme	1 700 000	2 175 106	726 241	-200%	-134%
MIG203923 N NE Bulk Water Phase 4	3 885 878	8 830 141	8 480 498	-4%	54%
Upgr Wtr Retic - PPP (Heads Reticulation)	1 600 000	3 788 000	2 164 979	-75%	26%
Machinery and equipment repl	3 000 000	17 235 000	16 964 617	-2%	82%
Springs at Bongani	-	334 078	199 106	-68%	100%
Sedgefield Reservoir Borehole Pump	-	741 921	300 135	-147%	100%
Makhulu Quarry De-watering	-	252 457	185 049	-36%	100%
MIG203923(Ln):N&NE Bulk Water Ph	-	4 000 000	2 513 240	-59%	100%
Inst Flowmeters-All wtr p/stations	500 000	500 000	208 704	-140%	-140%
Upgr pumping scheme Charlesford dam	2 392 233	2 461 020	1 143 215	-115%	-109%
Charlesford Bulk Wtr Supply Phase3B	6 993 527	6 993 527	5 919 007	-18%	-18%
CBD Pipe replacement	5 000 000	7 000 000	5 878 431	-19%	15%
Water Demand Management Device	-	5 445 200	5 445 200	0%	100%
MIG203923(Own):N NE Bulk Water Ph	-	3 000 000	2 608 437		
Sanitation/Sewerage					
MIG221955 Upgr CBD Sewer&P Station	1 486 730	1 486 730	1 486 730	0%	0%
Upgrading Knysna WWTW	10 402 061	13 402 061	9 802 093	-37%	-6%
Hornlee infill scheme sewer p/station	3 756 900	4 677 900	161 482	-2797%	-2227%
Upgrade main sewer p/station and sewers	7 346 000	7 990 000	7 270 390	-10%	-1%
Qolweni Sewer PS	2 000 000	2 000 000	-	#DIV/0!	#DIV/0!
T10 Gorman Rupp pump Main Sewer P/S	1 000 000	1 000 000	976 580	-2%	-2%
Belvedere Lagoon PS MCC	-	-	3 470	100%	100%

Appendices

Electricity					
Asset replacements refurbishments - Whole of Municipality	-	50 000	408 227	88%	100%
Sedgef East S/S Build Upgr - Ward 2 - 28768220800	-	635 198	434 539	-46%	100%
Prepaid Conversion	-	1 755 000	1 577 460	-11%	100%
NCA: PPE: Owned Revaluation: Buildings: All/ex NERSA: Acquis	-	-	1 069	100%	100%
Electrical Contractor	3 000 000	5 700 000	3 129 304	-82%	4%
Cables main intake and cemeter	-	-	4 740	100%	100%
Eastford Substation - Phase 2	2 950 000	2 950 000	3 097 029	5%	5%
o/H lines Replacement	2 000 000	1 450 000	1 450 000	0%	-38%
o/H lines Replacement	500 000	500 000	850 980	41%	41%
Industrial area- Upgrade of network and cabling	6 087 000	-	-	#DIV/0!	#DIV/0!
Industrial area- Upgrade of network and cabling	340 000	340 000	272 174	-25%	-25%
Brenton - Upgrade of power supply	800 000	800 000	589 705	-36%	-36%
Hornlee Oupad power upgrade	700 000	1 445 000	786 332	-84%	11%
Hornlee Oupad power upgrade	3 000 000	3 000 000	2 260 870	-33%	-33%
Grant - National Government (EEDSMG)	5 217 000	5 217 000	5 169 039	-1%	-1%
Prepaid Conversions	2 000 000	-	-	#DIV/0!	#DIV/0!
Qolweni (Phase 2) - Electr	-	1 445 667	654 120	-121%	100%
Bloemfontein (Phase 2) - Electr	-	1 020 667	992 671	-3%	100%
Skool Gaatjie (Phase 3) B/Hills - Electr	-	835 667	811 737	-3%	100%
Upgr Bulk Electr Infrastructure	-	2 784 999	2 766 508	-1%	100%
Housing					
GRANT WCPA Hornlee - 284884224062	-	4 157 567	4 055 222	-3%	100%
Sedgefield ISSP (200)	4 000 000	4 000 000	-	#DIV/0!	#DIV/0!
Knysna Vision (1393) UISP	6 000 000	6 000 000	5 095 406	-18%	-18%
Grant - WCPA(Vision459)	-	735 500	-	#DIV/0!	#DIV/0!
Refuse removal					
Purchase of Wheelie bins - Ward 9 - 287280269031	600 000	110 000	77 262	-42%	-677%
Upgrade Transfer Station	800 000	1 300 000	1 250 686	-4%	36%
Waste Skips	130 000	130 000	116 300	-12%	-12%
Vehicle Replacements	-	1 770 000	1 761 169	-1%	100%
Stormwater					
Upgrade Stormwater Infrastructure	500 000	500 000	471 000	-6%	-6%
Gray Street pipe replacement	1 000 000	681 903	-	#DIV/0!	#DIV/0!
Economic development					
Sports, Arts & Culture					
Northern Corridor (NDPG)	10 435 000	20 000 000	7 382 080	-171%	-41%
MIG203387: MPC White Location	3 511 700	3 511 700	3 245 415	-8%	-8%
Whitelocation MPC		1 000 000	-	#DIV/0!	#DIV/0!
Constr Clubhouse gym	1 000 000	1 897 512	1 900 442	0%	47%
Donated Lighthouse Building	-	-	991 659	100%	100%

Appendices

APPENDIX H

Capital Programme by Project by Ward: Year 2018/19		
		R' 000
Capital Project	Ward(s) affected	Budget
Water		
MIG196405 Charlesford P/Scheme	Whole of the Municipality	11 253 767
Upgr Hornlee Water Reticulation system	Ward 6	1 415 000
Upgr pumping scheme Charlesford to Dam	Whole of the Municipality	2 195 346
Hornlee Water Infill Scheme	Ward 6	2 175 106
MIG203923 N & NE Bulk Water Phase 4	Ward 3,4,7,8	8 830 141
Upgr Wtr Retic - PPP (Heads Reticulation)	Ward 9	3 788 000
Water Demand management device	Whole of the Municipality	22 680 200
Springs at Bongani	Ward 7	334 078
Sedgefield Reservoir Borehole Pump	Ward 1,2	741 921
Makhulu Quarry De-watering	Whole of the Municipality	252 457
MIG203923(Ln):N&NE Bulk Water Ph	Ward 3,4,7,8	4 000 000
Inst Flowmeters-All wtr p/stat	Whole of the Municipality	500 000
Upgr pumping scheme Charlesford dam	Whole of the Municipality	2 461 020
Charlesford Bulk Wtr Supply Phase3B	Whole of the Municipality	6 993 527
CBD Pipe replacement	Ward 10	7 000 000
MIG203923(Own):N NE Bulk Water Ph	Ward 3,4,7,8	3 000 000
Sanitation/Sewerage		
MIG221955 Upgr CBD Sewer&P Station	Ward 10	1 486 730
Upgrade Knysna WWTW	Whole of the Municipality	13 402 061
Hornlee Infill Scheme Sewer p/station	Ward 6	4 677 900
Upgrade main Sewer Pump Station and sewers in the CBD	Ward 10	7 990 000
Qolweni Sewer PS	Ward 4	2 000 000
T10 Gorman Rupp pump Main Sewer P/S	Whole of the Municipality	1 000 000
Electricity		
Sedge East S/S Build Upgr	Ward 2	635 198
Prepaid Conversions	Whole of the Municipality	1 755 000
Electrification of informal areas	Ward 1,3,4,7,8	5 700 000
Eastford Substation Phase 2	Whole of the Municipality	2 950 000
Asset replacements & refurbishments	Whole of the Municipality	1 500 000
Sedge Repl o/h lines with underground cables	Ward 2	500 000
Indust Area: Upgr network and cabling	Ward 9	340 000
Brenton - Upgr power supply	Ward 5	800 000
Program Tools & Equipment	Whole of the Municipality	1 445 000
Hornlee & Oupad Power Upgrade	Ward 6	3 000 000
EEDSMG(Nat-Grant)	Whole of the Municipality	5 217 000
Qolweni (Phase 2) - Electr	Ward 4	1 445 667
Bloemfontein (Phase 2) - Electr	Ward 4	1 020 667
Skool Gaatjie (Phase 3) B/Hills - Electr	Ward 1	835 667
Upgr Bulk Electr Infrastructure	Ward 6	2 784 999

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Housing		
Hornlee	Ward 6	4 157 567
Sedgefield ISSP (200)	Ward 1	4 000 000
Knysna Vision(1393) UISP	Ward 3,4,7,8	6 000 000
Grant - WCPA(Vision459)	Ward 3,4,7,8	735 500
Refuse removal		
Purchase of Wheelie bins	Whole of the Municipality	110 000
Upgr Transfer Station	Whole of the Municipality	-
Waste skips	Whole of the Municipality	130 000
Upgr Transfer Station	Whole of the Municipality	1 300 000
New Truck - waste transport	Whole of the Municipality	1 770 000
Stormwater		
Upgrade Stormwater Infrastructure	Whole of the Municipality	500 000
Gray Str Pipe Replacement	Ward 10	681 903
Economic development		
Sports, Arts & Culture		
Hornlee Upgrade existing sportsfield	Ward 6	1 897 512
Northern Corridor (NDPG)	Ward 4	20 000 000
MIG203387 MPC White Location	Ward 4	3 511 700
MIG MPCs Own contribs (cash)	Ward 4	1 000 000

Appendices

Safety and Security		
Fire Vehicle WCPA	Whole of the Municipality	4 500 000
Repl portable radios	Whole of the Municipality	60 000
ICT and Other		
Program Office Furniture	Administrative or Head Office (Including Satellite Office	417 000
Program Tools & Equipment	Whole of the Municipality	420 000
Program Office Furniture	Administrative or Head Office (Including Satellite Office	7 000
Program Office Furniture	Administrative or Head Office (Including Satellite Office	55 000
Program Office Furniture	Administrative or Head Office (Including Satellite Office	340 000
Upgrade of municipal buildings	Administrative or Head Office (Including Satellite Office	400 000
Upgrade Vehicle Testing Station	Whole of the Municipality	73 000
Program Tools & Equipment	Whole of the Municipality	750 000
New Tables and Chairs	Whole of the Municipality	79 000
Program Computer Equipment	Administrative or Head Office (Including Satellite Office	22 000
Program Computer Equipment	Administrative or Head Office (Including Satellite Office	493 000
Program Computer Equipment	Administrative or Head Office (Including Satellite Office	194 000
Wireless networking upgrade and expansion	Administrative or Head Office (Including Satellite Office	309 000
Server & WAN Upgrade	Administrative or Head Office (Including Satellite Office	725 000
Ward 1 Project	Ward 1	350 000
Ward 2 Project	Ward 2	350 000
Ward 3 Project	Ward 3	350 000
Ward 4 Project	Ward 4	350 000
Ward 5 Project	Ward 5	350 000
Ward 6 Project	Ward 6	350 000
Ward 7 Project	Ward 7	350 000
Ward 8 Project	Ward 8	350 000
Ward 9 Project	Ward 9	350 000
Ward 10 Project	Ward 10	350 000
Ward 11 Project	Ward 11	350 000
Program Office Equipment - Whole of Municipality - 283185200	Administrative or Head Office (Including Satellite Office	80 000
Upgr Taxi Rank Ablution Facility	Ward 10	2 429 641
Surface Gravel roads (Protea Str)	Ward 5	882 531
Surface gravel roads: (Neddicky, Bosbou)	Ward 2	710 000
Surface gravel roads (Ward 3)	Ward 3	128 000
Surface gravel roads(Thula, Sputumani,Flenter,Greenfields)	Ward 4	470 000
Surface gravel roads (Ward 7)	Ward 7	782 000
Surface gravel roads(Barley Setosho, Toni September)	Ward 8	76 000
New guardrails	Whole of the Municipality	500 000
Upgrade Gray Street	Ward 10	869 566
Upgr Existing Play Parks	Whole of the Municipality	400 000
Walkway	Ward 9	400 000
New Cemetery Knysna	Whole of the Municipality	600 000
Library Upgrade and refurbishment	Ward 7	5 610 644
Upgr Khayaletu Library	Ward 7	1 990 000
		T O
Knysna Municipality		

Appendices

APPENDIX I

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics:		
Housing:	9 550 housing backlog	3% annual growth against delivery of 500 units pa
		Requires an average unit yield of 1500 per annum
	Significant incidents of land invasions	3rd highest number of informal settlements in the WC
Licencing and Testing Centre:		
Reservoirs		
Schools (Primary and High):		
Sports Fields:		
		T Q

Appendices

APPENDIX K

Revenue Collection Performance by Vote						
R'000						
Vote Description	Year 2017/18	Current: Year 2018/19			Year 2018/19 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Vote 1 - Executive and Council	13 278	13 401	13 431	12 606	94%	94%
Vote 2 - Corporate Services	2 940	4 417	9 476	4 003	91%	42%
Vote 3 - Financial Services	223 594	237 581	238 971	236 909	100%	99%
Vote 4 - Planning and Development	59 985	81 330	102 337	63 586	78%	62%
Vote 5 - Community Services	147 483	177 306	190 850	185 351	105%	97%
Vote 6 - Electrical Services	242 387	290 125	291 125	280 189	97%	96%
Vote 7 - Technical Services	154 321	163 750	168 718	152 292	93%	90%
Total Revenue by Vote	843 988	967 910	1 014 908	934 936	97%	92%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						T K.1

Revenue Collection Performance by Source						
R'000						
Description	Year 2017/18	Year 2018/19			Year 2018/19 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	203 443	215 403	215 703	215 549	100%	100%
Service Charges	335 109	386 212	394 812	366 946	95%	93%
Rentals of facilities and equipment	4 510	6 657	6 657	5 601	84%	84%
Interest earned - external investments	10 302	11 760	11 760	9 443	80%	80%
Interest earned - outstanding debtors	10 545	12 074	12 074	11 838	98%	98%
Dividends received						
Fines	92 714	110 597	110 597	121 654	110%	110%
Licences and permits	1 672	1 572	1 572	1 587	101%	101%
Agency services	3 096	2 909	2 909	3 297	113%	113%
Transfers recognised - operational	104 543	153 822	172 028	137 294	89%	80%
Other revenue	11 664	12 543	11 843	11 870	95%	100%
Gains on disposal of PPE		1 000	1 000		0%	0%
Total Revenue (excluding capital transfers and contributions)	777 598	914 549	940 955	885 079	97%	94%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.						T K.2

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APPENDIX L – CAPITAL PROGRAMME BY PROJECT YEAR 0

Conditional Grants: Excluding MIG						R'000
Details	Budget	Adjustments Budget	Actual	Year 2018/19 Variance		Major conditions applied by donor (continue below if necessary)
				Original Budget	Adjustments Budget	
FMG	1 550	1 550	1 550	100%	100%	
EEDSMG	6 000	6 000	5 943	99%	99%	
INEP	7 000	7 000	5 986	86%	86%	
EPWP	1 187	1 187	1 187	100%	100%	
IHHS	65 074	74 722	50 618	78%	68%	
NDPG	12 000	12 000	8 334	69%	69%	
<i>Other Specify:</i>						
Provincial Grants	11 202	29 323	19 058	170%	65%	
District Municipality		30				
Non-profit Institutions - Unspecified	200	200		0%	0%	
Total	104 213	132 012	92 677	89%	70%	
* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding						T L

Revenue Collection Performance by Source							R'000
Description	Year 2017/18	Year 2018/19			Year 2018/19 Variance		
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget	
Property rates	203 443	215 403	215 703	215 549	100%	100%	
Service Charges	335 109	386 212	394 812	366 946	95%	93%	
Rentals of facilities and equipment	4 510	6 657	6 657	5 601	84%	84%	
Interest earned - external investments	10 302	11 760	11 760	9 443	80%	80%	
Interest earned - outstanding debtors	10 545	12 074	12 074	11 838	98%	98%	
Dividends received							
Fines	92 714	110 597	110 597	121 654	110%	110%	
Licences and permits	1 672	1 572	1 572	1 587	101%	101%	
Agency services	3 096	2 909	2 909	3 297	113%	113%	
Transfers recognised - operational	104 543	153 822	172 028	137 294	89%	80%	
Other revenue	11 664	12 543	11 843	11 870	95%	100%	
Gains on disposal of PPE		1 000	1 000		0%	0%	
Total Revenue (excluding capital transfers and contributions)	777 598	914 549	940 955	885 079	97%	94%	
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.							T K.2

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APPENDIX M– Conditional Grants: Excluding MIG

Conditional Grants: Excluding MIG						R'000
Details	Budget	Adjustments Budget	Actual	Year 2018/19 Variance		Major conditi ons applied by donor
				Original Budget	Adjustment s Budget	
FMG	1 550	1 550	1 550	100%	100%	
EEDSMG	6 000	6 000	5 943	99%	99%	
INEP	7 000	7 000	5 986	86%	86%	
EPWP	1 187	1 187	1 187	100%	100%	
IHHS	65 074	74 722	50 618	78%	68%	
NDPG	12 000	12 000	8 334	69%	69%	
<i>Other Specify:</i>						
Provincial Grants	11 202	29 323	19 058	170%	65%	
District Municipality		30				
Non-profit Institutions - Unspecified	200	200		0%	0%	
Total	104 213	132 012	92 677	89%	70%	
* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any						TL

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Capital Expenditure - New Assets Programme							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	14 687	25 674	44 922	43 134	48 741	57 159	60 765
Infrastructure: Road transport	353	500	7 084	4 865	8 119	42 877	36 270
Roads, Pavements & Bridges	353	500	7 084	4 865	8 119	39 300	34 630
Storm water	–	–	–	–	–	3 577	1 640
Infrastructure: Electricity - Total	10 327	18 944	19 089	14 772	17 955	11 632	23 345
Generation	–	–	–	–	–	–	–
Transmission & Reticulation	9 831	18 944	21 924	14 772	17 955	11 632	23 345
Street Lighting	495	–	–	–	–	–	–
Infrastructure: Water - Total	3 561	3 500	16 509	23 303	16 167	2 000	500
Dams & Reservoirs	–	–	–	–	–	–	–
Water purification	–	–	–	–	–	–	–
Reticulation	3 561	3 500	18 509	23 303	16 167	2 000	500
Infrastructure: Sanitation - Total	115	2 000	2 000	–	5 850	–	–
Reticulation	–	2 000	2 000	–	5 850	–	–
Sewerage purification	115	–	–	–	–	–	–
Infrastructure: Other - Total	330	730	240	194	650	650	650
Waste Management	330	730	240	194	650	650	650
Transportation	–	–	–	–	–	–	–
Gas	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–
Community - Total	27 183	14 112	16 312	9 457	6 900	1 300	1 000
Parks & gardens	–	–	–	144	–	–	–
Sportsfields & stadia	272	600	700	336	300	300	–
Swimming pools	–	–	–	–	–	–	–
Community halls	1 328	3 512	5 012	3 245	–	–	–
Libraries	525	–	–	–	–	–	–
Recreational facilities	–	–	–	–	–	–	–
Fire, safety & emergency	–	–	–	–	–	–	–
Security and policing	–	–	–	–	–	–	–
Buses	–	–	–	–	–	–	–
Clinics	–	–	–	–	–	–	–
Museums & Art Galleries	–	–	–	–	–	–	–
Cemeteries	610	–	600	376	600	1 000	1 000
Social rental housing	23 012	10 000	10 000	5 095	6 000	–	–
Other	1 436	–	–	259	–	–	–
Table continued next page							

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Capital Expenditure - New Assets Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Heritage assets - Total	-	-		-	-	-	-
Buildings							
Other							
Investment properties - Total	-	-		-	-	-	-
Housing development							
Other							
Other assets	4 165	2 806	10 013	6 021	22 190	13 160	8 260
General vehicles	2 470		6 270		12 850	7 080	2 950
Specialised vehicles	1 000			3 163			
Plant & equipment	432	60	1 450	1 503	5 460	2 440	2 230
Computers - hardware/equipment	5	1 000	668	197	2 250	2 250	2 250
Furniture and other office equipment	258	1 746	1 625	1 158	1 630	1 390	830
Abattoirs	-						
Markets	-						
Civic Land and Buildings	-						
Other Buildings	-						
Other Land	-						
Surplus Assets - (Investment or Inv)	-						
Other	-						
	-						
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on new	46 035	42 592	71 246	58 612	77 831	71 619	70 025
Specialised vehicles	1 256	-		3 163	-	-	-
Refuse							
Fire	1 256			1 402			
Conservancy				1 761			
Ambulances							
* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)							
T M.1							

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Capital Expenditure - Upgrade/Renewal Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	56 002	91 461	107 129	68 762	120 881	96 100	71 818
Infrastructure: Road transport - Total	2 679	24 100	7 390	3 152	29 280	18 157	6 140
Roads, Pavements & Bridges	2 679	22 600	5 890	2 681	24 780	10 080	–
Storm water		1 500	1 500	471	4 500	8 077	6 140
Infrastructure: Electricity - Total	16 963	6 950	10 370	9 740	16 602	11 895	16 827
Generation							
Transmission & Reticulation	16 963	6 950	10 370	9 740	16 602	11 895	16 827
Street Lighting							
Infrastructure: Water - Total	24 967	34 419	59 112	34 531	48 264	47 017	27 705
Dams & Reservoirs					500	5 817	2 029
Water purification	15 700				3 000	5 762	–
Reticulation	9 267	34 419	59 112	34 531	44 764	35 438	25 676
Infrastructure: Sanitation - Total	10 736	23 992	28 557	19 701	26 085	15 730	18 696
Reticulation		13 590	15 155	9 802	14 935	13 930	18 696
Sewerage purification	10 736	10 402	13 402	9 899	11 150	1 800	–
Infrastructure: Other - Total	657	2 000	1 700	1 638	650	3 300	2 450
Waste Management	657	800	1 300	1 251	400	3 000	2 150
Transportation							
Gas							
Other		1 200	400	388	250	300	300
Community	10 603	14 539	32 673	20 477	14 263	16 778	2 982
Parks & gardens							
Sportsfields & stadia	1 271	1 200	2 298	3 249	3 567	13 904	2 582
Swimming pools							
Community halls	7 782	10 435	20 065	7 421	9 896	674	–
Libraries	1 420	2 904	7 601	7 377			
Recreational facilities							
Fire, safety & emergency					–	1 800	–
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries					800	400	400
Social rental housing							
Other	130		2 710	2 429			
Heritage assets	–	–		–	–	–	–
Buildings							
Other							
Table continued next page							

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<i>Table continued from previous page</i>							
Capital Expenditure - Upgrade/Renewal Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Investment properties	-	-		-	-	-	-
Housing development							
Other							
Other assets	13 578	2 150	1 475	1 816	4 600	8 000	7 000
General vehicles	1 885						
Specialised vehicles							
Plant & equipment	1 894						
Computers - hardware/equipment	1 849	1 150	1 075	1 716	350	350	350
Furniture and other office equipment	2 482			64			
Abattoirs							
Markets							
Civic Land and Buildings	441	1 000	400		4 250	7 650	6 650
Other Buildings	4 973			35			
Other Land							
Surplus Assets - (Investment or Inventory)							
Other	53						
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on renewal of existing assets	80 183	108 150	141 277	91 054	139 744	120 878	81 800
Specialised vehicles	2 193	-	-	-	-	-	-
Refuse	2 193						
Fire							
Conservancy							
Ambulances							
* Note: Information for this table may be sourced from MBRR (2009: Table SA34b)							
	128 410	150 742	212 523	149 666	217 575	192 496	151 825

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On a separate page